

JUNEAU, ALASKA

COMPASS II® COMMUNITY-BUILDING ASSESSMENT

PREPARED FOR:
United Way of Southeast Alaska



Research-Based Consulting

Juneau
Anchorage

August 2005

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ANCHORAGE • JUNEAU

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Introduction

The Juneau Compass II® Community Building Assessment was sponsored by the United Way of Southeast Alaska with funding from the Rasmuson Foundation.

Compass II® is a broad, open-ended process that consists of eight phases. It has three main goals:

1. Identify issues that are important to the community
2. Publicize them to encourage discussion
3. Provide a common foundation of information to help link discussions and action across community groups and interests.

Appendix 4 summarizes the eight phases. A comprehensive manual available from United Way of America describes them in detail. The focus of this report is on portions of the first five phases – partnerships, community assets, community data, community vision, and community priorities. Information was gathered from surveys, executive interviews, group discussions, and secondary socio-economic research. The information was analyzed at three levels: by the McDowell Group research team, by a Steering Committee of approximately 25 community members, and by United Way staff and volunteers.

The reader should bear in mind that the three levels of analysis represented by this report are not meant to represent the full import or potential range of interpretation of the information. The data and analysis in this report are intended to provide a foundation for many different types of community actions., including more detailed planning around specific issues and common goals. The range of potential community building efforts is limited only by the imagination and commitment of local citizens and action groups.

Findings

Social and Economic Issues in Juneau

Juneau is more complex socio-economically than its size might suggest. The city is seen by its residents as a compassionate community that comes together to address adversity in many forms. It is also a community where communication across strongly held ideological and cultural boundaries is not as effective as many would like. Juneau is not strongly concerned about some typical urban problems, such as crime. However, residents wrestle with the two-edged sword of isolation – appreciating the city’s beautiful surroundings, access to nature, and supportive environment while registering concern about having enough cultural and professional opportunities for young people to develop to their full potential and to want to remain in the community after they enter the workforce.

A gap in one part of the social fabric can cause multiple effects in the community. For example, many Compass participants cited a lack of job opportunities to advance from entry level into positions that allow families to afford stable housing, health care, full access to education and recreation, etc. This places those families at greater risk for emotional stress, alcohol and drug abuse, inadequate nutrition, and other social problems. Just as important, however, individuals and families may have mental and emotional issues, alcohol and drug problems, housing, transportation and support needs that are not caused by – but may threaten – their employment status. These problems in turn tax the community’s employers, education systems, health and social service providers, and economic resources in general. The links between jobs, housing, lifestyle, education, health, and community services were the subject of much discussion and suggested many potential avenues of additional enquiry.

Though many in Juneau are relatively well off, poverty is a root cause of many community problems. Even though Juneau has the strongest economy in Southeast Alaska, many households are economically fragile, and, as a result, many residents are restricted in the quality of their lives. The most common adverse issues affecting Juneau households tend to concern money. The cost of medical insurance and health care is a particular concern for many Juneau families. Lack of job training and job readiness skills are widespread concerns along with other gaps, such as stable housing, which inhibit movement of individuals and families out of poverty. Native households have less income and are more affected by monetary issues than Juneau households in general.

There is concern that Juneau needs a stronger private sector to balance its historical reliance on government jobs. With 44 percent¹ of all jobs accounted for by government, Juneau has higher income and education levels and a more stable economy than other communities in Southeast Alaska. However, the large government workforce is also seen as a damper on economic diversity and a limitation on the types of professional opportunities available to younger residents. Job training programs are seen as critical. Uncertainty about a possible capitol move hampers both business and social investment in the community. Juneau’s economic position is also entwined with that of other Southeast communities both as a supply hub and through the movement of families and workers seeking services and jobs.

Juneau Community Priorities

The Compass Steering Committee recognized that the key social issues in Juneau are closely inter-related and that individuals with a high level of expertise in particular issues and services will play a critical role in the more detailed action planning to follow. They also highlighted that community building depends on an involved citizenry able to recognize and exploit opportunities to make a difference at many levels. They concluded that it is important to support the “safety net” of social services to address peoples’ critical needs, but that the community must also look for ways to target the root causes of social problems through education, healthy lifestyles, prevention and other positive steps. A critical strategy is to capitalize and build upon the strength of Juneau’s nonprofit sector, including the large and sophisticated Native health and social services sector.

¹ 2003, Alaska Department of Labor and Workforce Development. State government is 26%. Federal is 6%. Local Government totals 13%, which includes Bartlett Hospital (2.3%), Juneau School District (4.3%), and tribal government (0.4%)

Overall, the Compass research process identified the following issues as priorities:

- **Affordable housing is a key issue that encompasses many different concerns.** A limited supply of housing and higher than average costs affect many residents, including both low- and middle-income residents. Housing is particularly tight for individuals and families transitioning out of homelessness and from prison, drug/alcohol rehabilitation, and other programs. Also in critically short supply are affordable “starter homes” for young families who want to invest in the community.
- **Alcohol and drug abuse is a root cause of many community problems.** The community registered a high level of concern over this issue. Participants expressed a conviction that we have a shared responsibility to acknowledge that the problems exist in our community and to encourage healthy alternatives. Mental illness, anxiety, stress and depression were identified as closely related problems that also affect a significant number of Juneau households.
- **Everyone has a stake in improving the community for kids.** Many social problems can be addressed by improving the resilience of children and youth and engaging the larger community to strengthen connections between school, family and community. Social skills – the ability to form meaningful relationships – were identified as fundamental to a successful community. Overcrowded classrooms, lack of affordable childcare, and the school dropout rate are among the top concerns of Juneau households. There is also a desire for the community to remove financial, transportation, cultural, and other social barriers to child development and success so that Juneau will be a place where our children can raise healthy families of their own.

There is widespread agreement that children and youth must have appropriate recreational alternatives. Access to existing activities is an issue for some, particularly for lower-income families. Children need a balance of competitive and non-competitive sports. Teenagers want more healthy recreational alternatives, but they must be activities that are attractive to teenagers. This may mean involving teens in the design and operation of youth programs. Recreational options, especially in the Mendenhall Valley, are viewed as possible preventive measures for kids who are susceptible to drug/alcohol abuse.

- **Remnants of racism combine with a largely unrealized opportunity to build on the community’s rich multi-cultural assets.** Though much less overt than in the city’s frontier past, racial tension and cultural misunderstandings remain a fact of daily life for many Juneau residents. Many see the community’s rich indigenous and imported cultures as valuable assets that, while celebrated by individual groups, have yet to be fully appreciated or utilized. Another important challenge is for the Native and non-Native communities and their social support agencies to work more closely together.
- **Juneau needs to build on its culture of community involvement by encouraging more dialogue among people of differing views and by making volunteerism easier and more effective.** Juneau’s “social capital” (networks of social interaction characterized by trust, cooperation and common goals) is not fully developed. Trust is sometimes lacking, and the community has trouble talking and planning constructively around issues that tend to divide along ideological lines and quality-of-life considerations. Nevertheless, many Juneau residents are very involved in community issues and needs; 58 percent have

volunteered in the past six months. Establishing a clearinghouse to match volunteers with community organizations, projects and needs, particularly through the schools, would develop a common terminology of service across the community to help volunteerism take root in new places.

Next Steps for the Juneau Compass Process

United Way of Southeast Alaska and the McDowell Group will host public meetings in Juneau in the fall of 2005 to discuss the research findings. In addition, United Way will convene "Community Action Councils" composed of community members and experts interested in identifying and implementing targeted plans that will achieve measurable results. Next year, United Way will report to the community on the progress of these efforts. Meanwhile, United Way volunteers will use the Compass results to help determine how United Way funding can have the greatest impact. In addition, the research is available to United Way partner agencies and other nonprofit and government agencies as they formulate social service strategies, apply for grant funding, and coordinate efforts to address pressing issues. Members of the community who wish to learn more about the Compass process or to participate in ongoing action planning to strengthen the Juneau community are encouraged to contact United Way of Southeast Alaska at 463-5530.

United Way of Southeast Alaska contracted with McDowell Group, Inc., an Alaska research firm, to conduct a community needs assessment of the City and Borough of Juneau using a methodology called *COMPASS II®*, *Increasing the Capacity of People to Build Better Communities*. This community-building program was developed by United Way of America. The concept behind *COMPASS II®* is that building communities requires individuals, associations, businesses, and organizations “who are motivated to work with others to improve the social and economic conditions in which people live.” The community assessment portion of Compass is intended to provide the community with an evaluation of the community’s current status and priorities in broad terms, as well as functioning as an information resource for future, more detailed, planning.

The McDowell Group used various research methods to describe Juneau’s community challenges and the assets available to meet those challenges. Household and business surveys gathered views about community strengths and community and household challenges directly from Juneau residents and business managers/owners. This information was supplemented with discussion groups with representatives of different segments of the community and interviews with a cross-section of community leaders. Socioeconomic data from secondary sources also provides context for understanding the community.

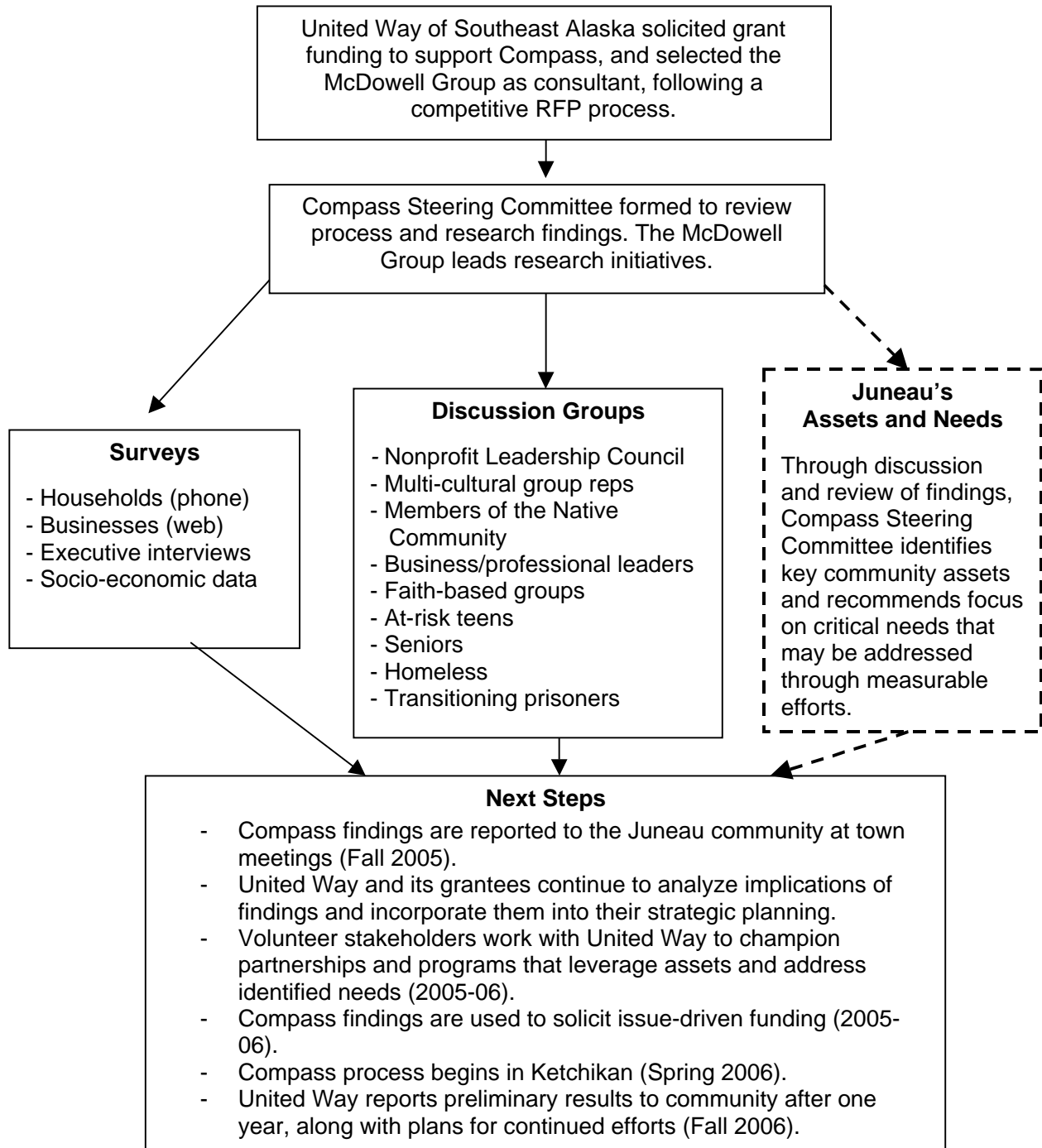
A Steering Committee of community leaders met four times to discuss the information developed during the research. Their main job was to identify themes, causal relationships and, ultimately, to provide guidance on overarching community priorities.

This report includes an overview of the research and discussions. The information provided is designed to be a foundation and point of departure for community-building efforts. Some efforts may evolve from the Compass process, others may be generated elsewhere in the community. The formal role of McDowell Group and the United Way of Southeast Alaska will culminate in an open forum in the fall of 2005 to discuss the results of this needs assessment process with interested community members.

Methodologies for the survey research are provided at the beginning of the sections of this document that discuss the results of that research. The chart on the following page identifies the m



Compass Community Building Research



COMMUNITY IMPACT PLANNING

With the information in this report, the United Way and the Juneau community are prepared to pursue Phase 6 of the Compass II methodology, developing a community impact plan. As described in the Compass II manual, community impact planning "...outlines how (community partnerships) will mobilize community assets to achieve targeted community outcomes for defined sets of people." Community impact planning as described in the manual employs typical strategic planning steps, including identifying strategies, goals and measures of success. Compass Phases 1 – 5 revealed areas of potential focus and identified many individuals and groups who may wish to be involved in impact planning. The final nature and scope of the impact planning will be defined by those who choose to be involved.

Based on our analysis of the data and community perceptions, the McDowell Group project team recommends that the following issues and components be considered for inclusion in a Juneau community impact plan:

High priority issues

- Housing: low income, transitional, supported, and starter homes
- Drugs/alcohol/mental and emotional issues
- Children and youth: recreation, opportunities for development and connectedness with the community, education for both employability and social/self-empowerment skills
- Economic barriers and the effects of poverty: employment opportunities, job-training and under-employment, transitional support and workforce readiness skills, cost of medical care and other critical services
- Cross-cultural and cross-issue respect and communication

McDowell Group recommends that planning focus in part on how gaps in community assets and services interfere with efforts by individuals and families to progress steadily toward healthy, stable lifestyles. How can Juneau ensure a reasonable continuum of employment, housing, health and education, and youth development opportunities that is free from cultural barriers and, insofar as possible, from economic barriers?

Methods for further prioritizing or action planning

- Assign topics to vision councils or other groups for further study. Conduct town meetings or other "vision" processes. Develop communications campaigns to expand sense of priorities and vision to the broader community.
- Work with experts in relevant areas to map issues to get a better idea of how they are related and how they are affected by larger cycles.
- Work with experts in relevant areas to develop better estimates of the true cost of social problems (numbers of people and dollars) and our current ways of addressing them. Define success and develop criteria such as cost/benefit, long-run vs. short-run impacts, benchmarking against other communities, etc.
- Document Juneau's social-issue successes (What has already worked in Juneau?)
- Look for models of action (What has worked in other places?)

Possible “leverage points” or building blocks for community-building

(This is a sampling. See page 31 for additional possibilities.)

- Natural environment
- Cultural heritage and the arts
- “Small town” relationships/networks
- The health care network
- Native and non-Native social service providers
- The school system and university
- City and Borough of Juneau departments and staff
- Federal agencies and staff
- Business and professional groups
- The faith community
- Association of Alaska School Boards/Initiative for Community Engagement
- Juneau Youth Coalition
- Juneau Homeless Coalition/Alaska office of Housing and Urban Development
- Philanthropic organizations

Building social capital

Social capital is an environment of trust and mutual respect that allows a community to address challenging issues productively. As the term “capital” implies, a community must invest regularly and routinely in building a positive environment to ensure that it is available when potentially divisive issues arise.

- Involve teenagers in designing programs and facilities that are intended for their use, for example to reduce drugs/alcohol influence (CBJ, schools, social service providers).
- Bring community-building and self-empowerment skills much more prominently into the school curriculum and school environment (e.g., course content, classroom models) (Schools, UAS, SERRC, parent groups)
- Build a more formal network of volunteers, mentors, and other citizen involvement (United Way, secular and faith-based nonprofits, seniors, schools)
- Bring diverse groups together, for example by building nodes of contact between social networks. Take extra care to include groups that may not usually be involved in broad community initiatives (theater and arts, sports, business, conservation, cultural)
- Build a more formal, nurturing environment for inter-cultural respect and communication (including schools, UAS, and individual culture groups)

SOCIOECONOMIC INDICATORS

Population

Juneau's population growth exceeded the state average during the 1970s and 1980s but has slowed to less than the average in recent years. Projected population growth is modest at about half the state average. Note that the state average is heavily influenced by the Anchorage area. Anchorage and, especially, the Matanuska-Susitna Valley have been the fastest-growing areas of the state in the past decade. Juneau's population has been growing faster than that in other parts of Southeast Alaska.

Population and Average Annual Percent Change, 1960 to 2004 and Projected Population Estimates, 2008, 2013 and 2018

Juneau, Statewide and US

Year	Juneau	Average Annual Percent Change	Alaska	Average Annual Percent Change	United States	Average Annual Percent Change
1960	9,714	--	226,167	--	179,323,175	--
1970	13,556	4.0%	302,603	3.4%	203,302,031	1.3%
1980	19,528	4.4%	401,851	3.3%	226,545,805	1.1%
1990	26,751	3.7%	550,043	3.7%	248,709,873	1.0%
2000	30,711	1.5%	626,931	1.4%	281,421,906	1.3%
2001	30,371	-1.1%	632,389	0.9%	285,102,075	1.3%
2002	30,899	1.7%	640,841	1.3%	287,941,220	1.0%
2003	31,246	1.1%	648,280	1.2%	290,788,976	1.0%
2004	30,966	-0.9%	655,435	1.1%	293,655,404	1.0%
2008	32,413	0.6%	693,018	1.1%	295,009,000	0.8%
2013	33,475	0.6%	733,852	1.1%	307,250,000	0.8%
2018	34,447	0.6%	776,488	1.1%	319,860,000	0.8%

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section and the U.S. Census Bureau.

Gender and Age Characteristics

Gender, 1990 and 2000

	1990		2000	
	Number	Percent	Number	Percent
Female	13,176	49.3%	15,242	49.6%
Male	13,575	50.7%	15,469	50.4%
Total	26,751	100.0%	30,711	100.0%

Juneau's population is slightly older than the state average, but significantly younger than the nation as a whole. Alaska's population is aging faster than the US. The number of seniors here is projected to triple over the next twenty years, bringing the proportion of seniors more in line with the national average.

Age Distribution, 1990 and 2000 Juneau, Statewide and the United States

	Juneau		Alaska		United States	
	Number	Percent	Number	Percent	Number	Percent
1990 population:						
Under 5 years	6,816	25.5%	149,812	27.2%	53,567,871	21.5%
5 to 17 years	1,034	3.9%	22,532	4.1%	10,036,561	4.0%
18 to 64 years	17,537	65.6%	355,330	64.6%	153,863,610	61.9%
65 years and over	1,364	5.1%	22,369	4.1%	31,241,831	12.6%
Total	26,751	100.0%	550,043	100.0%	248,709,873	100.0%
2000 population:						
Under 5 years	6,883	22.4%	158,023	25.2%	60,253,375	21.4%
5 to 17 years	1,534	5.0%	32,694	5.2%	12,040,437	4.3%
18 to 64 years	20,426	66.5%	400,516	63.9%	174,136,341	61.9%
65 years and over	1,868	6.1%	35,699	5.7%	34,991,753	12.4%
Total	30,711	100.0%	626,932	100.0%	281,421,906	100.0%

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section and the U.S. Census Bureau.

Population Projections 2008, 2013 and 2018
Juneau, Statewide and the United States

	Juneau		Alaska		United States	
	Number	Percent	Number	Percent	Number	Percent
2008 projection:						
Under 5 years	2,369	7.3%	56,430	8.1%	58,963,000	20.0%
5 to 17 years	5,881	18.1%	147,811	21.3%	13,015,000	4.4%
18 to 64 years	21,361	65.9%	436,479	63.0%	184,767,000	62.6%
65 years and over	2,802	8.6%	52,298	7.5%	38,264,000	13.0%
Total	32,413	100.0%	693,018	100.0%	295,009,000	100.0%
2013 projection:						
Under 5 years	2,572	7.7%	63,465	8.6%	60,705,000	19.8%
5 to 17 years	6,111	18.3%	151,044	20.6%	12,373,000	4.0%
18 to 64 years	20,889	62.4%	449,788	61.3%	190,891,000	62.1%
65 years and over	3,903	11.7%	69,555	9.5%	43,281,000	14.1%
Total	33,475	100.0%	733,852	100.0%	307,250,000	100.0%
2018 projection:						
Under 5 years	2,681	7.8%	68,459	8.8%	63,391,000	19.8%
5 to 17 years	6,578	19.1%	163,411	21.0%	12,506,000	3.9%
18 to 64 years	20,048	58.2%	452,262	58.2%	193,558,000	60.5%
65 years and over	5,140	14.9%	92,356	11.9%	50,405,000	15.8%
Total	34,447	100.0%	776,488	100.0%	319,860,000	100.0%

Race and Ethnicity Characteristics

The white proportion of the Juneau population declined from 83 percent in 1980 to 73 percent in 2000. The proportion of Alaska Natives remained unchanged, while that of Asians, Hispanics and Pacific Islanders increased.

Race and Ethnicity Characteristics for the Population of Juneau, 1980, 1990 and 2000

	1980		1990		2000	
	Number	Percent	Number	Percent	Number	Percent
White	16,251	83.2%	21,257	79.5%	22,498	73.3%
American Indian and Alaska Native	2,190	11.2%	3,360	12.6%	3,412	11.1%
Asian	504	2.6%	1,097	4.1%	1,422	4.6%
Hispanic	383	2.0%	749	2.8%	1,040	3.4%
Black	140	0.7%	279	1.0%	235	0.8%
Hawaiian and Pacific Islander					112	0.4%
Other	60	0.3%	9	0.0%	43	0.1%
Two or More Races	-	-	-	-	1,949	6.4%
Total Population	19,528	100.0%	26,751	100.0%	30,711	100.0%

Notes: In 1980 and 1990 "Asians" included Hawaiians and Pacific Islanders. As of the 2000 Census, respondents were allowed to designate more than one race.

The rental vacancy rate for Juneau is comparable to that in Anchorage, but the homeowner vacancy rate is lower than most other areas of the state. 37 percent of renters in Juneau are paying more than 30 percent of their household income on rent, compared to 24 percent of homeowners (owner costs instead of rent). Home ownership and rental costs are roughly fifteen percent higher in Juneau than in the rest of the state.

Household and Housing Demographics for Selected Communities, Compared to Statewide and National Averages, 2000

	Juneau	Sitka	Anchorage	Fairbanks	Alaska	United States
Number of households	11,543	3,278	94,822	29,777	221,600	105,480,101
Average household size	2.6	2.6	2.7	2.7	2.7	2.6
Number of family households	7,638	2,218	64,131	20,502	152,337	71,787,347
Percent	66.0%	67.7%	67.6%	68.9%	68.7%	68.1%
Average family size	3.1	3.2	3.2	3.2	3.3	3.1
Number of households with individuals under 18 years	4,570	1,296	39,423	12,997	95,129	38,022,115
Percent	39.6%	39.5%	41.6%	43.6%	42.9%	36.0%
Number of households with individuals 65 years and over	1,391	495	10,439	2,831	26,349	24,672,708
Percent	12.1%	15.1%	11.0%	9.5%	11.9%	23.4%
Total housing units	12,282	3,650	100,368	33,291	260,978	115,904,641
Owner-occupied units	7,356	1,903	56,953	16,066	138,509	69,815,753
Renter-occupied units	4,187	1,375	37,869	13,711	83,091	35,664,348
Homeowner vacancy rate	0.9%	1.5%	1.4%	1.6%	1.9%	1.7%
Rental vacancy rate	5.7%	5.2%	5.3%	9.3%	7.8%	6.8%
Median owner costs with mortgage	\$1,538	\$1,487	\$1,429	\$1,294	\$1,315	\$1,088
Median owner costs without mortgage	\$464	\$397	\$444	\$431	\$393	\$295
Median rental cost	\$863	\$768	\$736	\$679	\$720	\$602

Employment

The number of jobs in Juneau has increased gradually since 1990.

Annual Average Employment, 1990 – 2003 *Juneau and Statewide*

Year	Juneau	Alaska
1990	14,122	236,227
1991	14,081	241,024
1992	14,581	245,845
1993	14,612	251,216
1994	15,294	256,826
1995	15,812	259,771
1996	16,165	261,484
1997	16,518	266,112
1998	16,461	71,907
1999	16,660	274,570
2000	17,047	280,664
2001	17,288	287,941
2002	17,331	292,286
2003	17,464	296,877
% Change 02-03	0.8%	1.6%
Num Change 02-03	133	4,591
% Change 94-03	14.2%	15.6%
Num Change 94-03	2,170	40,051

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section and the U.S. Bureau of Labor Statistics.

Government is Juneau's largest employer. The proportion of local and federal government jobs is about the same as statewide. Juneau has about three times as many state employees as other Alaska communities on average.

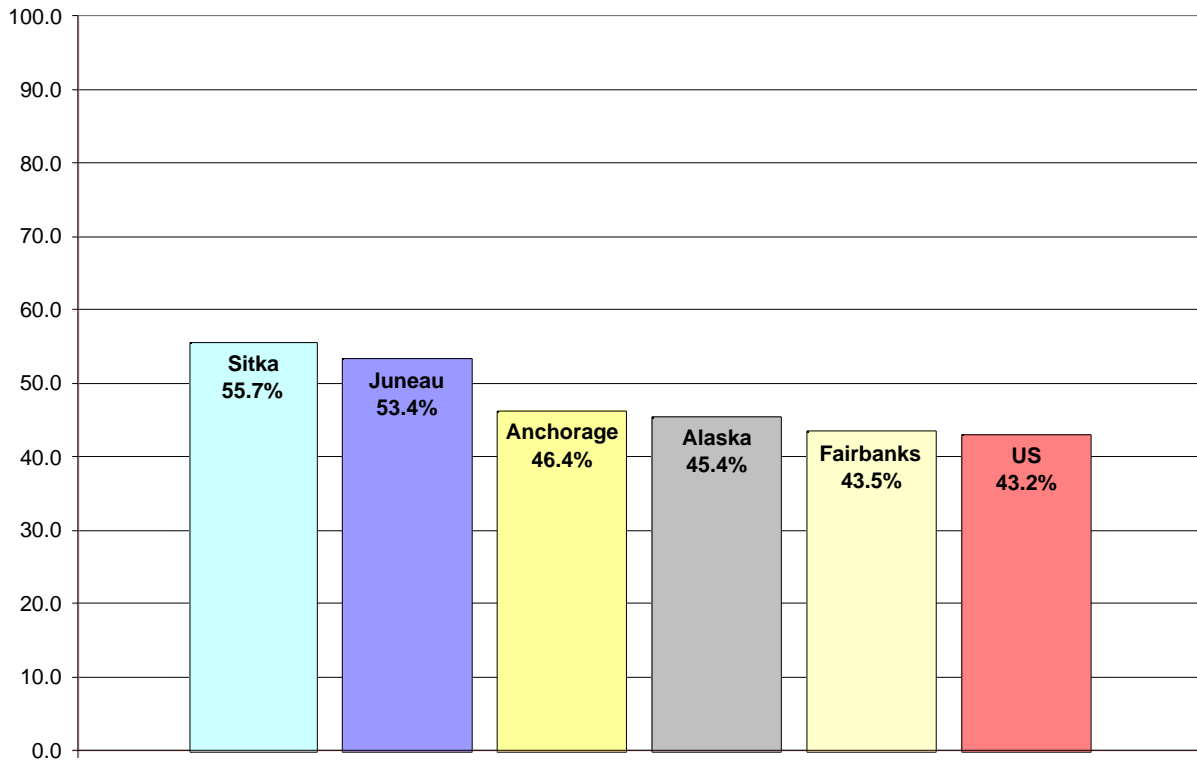
**Employment by Industry, 2003
Juneau, Statewide and the United States**

	Juneau		Alaska		United States	
	Number	Percent	Number	Percent	Number	Percent
<i>Private Sector</i>	9,772	56%	217,180	73%	108,413,833	83%
Natural Resource & Mining	332	2%	10,711	4%	572,000	1%
Construction	1,024	6%	16,860	6%	6,732,000	5%
Manufacturing	255	2%	11,560	4%	14,507,917	11%
Trade, Transportation, and Utilities	2,871	16%	61,073	21%	25,290,500	20%
Information	307	2%	6,904	2%	3,188,333	3%
Financial Activities	537	3%	13,153	4%	7,975,417	6%
Professional Business Services	832	5%	23,127	8%	15,985,000	12%
Educational & Health Services	1,531	9%	32,786	11%	16,587,167	13%
Leisure & Hospitality	1,523	9%	29,601	10%	12,175,500	9%
Other Services	557	3%	11,282	4%	5,400,000	4%
<i>Government</i>	7,692	44%	79,697	27%	21,584,917	17%
Federal Government	954	6%	17,105	6%	2,762,583	2%
State Government	4,547	26%	24,156	8%	5,000,417	4%
Local Government	2,191	*13%	38,436	13%	13,821,917	11%
<i>Total Employment</i>	17,464		296,877		129,998,750	

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section. U.S. statistics obtained from U.S. Bureau of Labor Statistics, Current Employment Statistics (CES).

* Local Government total includes Bartlett Hospital (2.3%), Juneau School District (4.3%), and tribal government (0.4%)

Percent of Married-Couple Families that have Children in which Both Partners Work, 1999



Source: Census 2000, US Census Bureau

According to the 2000 Census, Juneau and Sitka have higher percentages of families with two married parents and children under 18 where both parents work than do the US and Alaska as a whole, or Alaska’s two largest communities, Anchorage and Fairbanks.

For single-parent families, 78 percent of single parents with children under 18 were employed in the country as a whole, compared to 87 percent of Juneau’s single-parent families.

Payroll

Total (not per capita) payroll has increased somewhat more slowly than the state average (which, again, is heavily affected by Anchorage).

Total Payroll, 1990 to 2003
(in millions of 2003 US\$)
Juneau and Statewide

	Juneau	Alaska
1990	\$553	\$9,597
1991	558	0
1992	579	0
1993	573	0
1994	589	9,980
1995	596	0
1996	583	0
1997	584	9,788
1998	588	10,076
1999	589	10,075
2000	606	10,486
2001	607	10,773
2002	614	11,019
2003	633	11,090
% Change 02-03	3.1%	0.7%
% Change 99-03	7.5%	10.1%
% Change 94-03	7.5%	11.1%

Note: Does not include self-employed workers, such as commercial fishermen. It also does not include uniformed military personnel.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section.

Unemployment

Juneau's unemployment rate is historically lower than that in the state as a whole. It was lower than the national average in the early 1990s but has been higher in all but one year since 1995.

Annual Unemployment, 1990 to 2004
Juneau, Statewide and National Averages

Year	Juneau		Alaska		United States
	Number	Rate	Number	Rate	
1990	777	5.1%	19,026	7.0%	5.6%
1991	990	6.4	23,990	8.7	6.8
1992	1,144	7.1	26,551	9.2	7.5
1993	996	6.1	22,899	7.7	6.9
1994	981	6.0	23,551	7.8	6.1
1995	956	5.8	22,095	7.3	5.6
1996	1,061	6.2	24,366	7.8	5.4
1997	1,097	6.3	24,804	7.9	4.9
1998	880	5.2	18,339	5.8	4.5
1999	853	5.0	20,235	6.4	4.2
2000	818	4.7	19,736	6.2	4.0
2001	818	4.8	19,753	6.2	4.7
2002	963	5.6	23,220	7.1	5.8
2003	1,048	6.1	25,553	7.7	6.0
2004	1,053	6.2	24,985	7.5	5.5

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section and the U.S. Bureau of Labor Statistics.

Per Capita Income

Real, per capita income in Juneau rose 3.4 percent between 1993 and 2002 while the consumer price index for Alaska (Anchorage) rose 24 percent. During the same period statewide per capita income rose 11.6 percent (three times faster than Juneau's) and the national average rose 20.9 percent (six times faster). To some extent, lower income growth in Juneau may be explained by the fact that Juneau income levels during the early 1990s were high relative to the rest of the state and the nation.

Per Capita Income, 1990 to 2002 Juneau, Statewide and National Averages (in 2003 US\$)

Year	Juneau	Alaska	United States
1990	\$36,587	\$31,245	\$26,686
1991	36,079	30,352	26,068
1992	36,459	30,150	26,434
1993	35,851	30,185	26,258
1994	36,535	30,164	26,698
1995	36,744	29,848	27,006
1996	35,928	29,386	27,529
1997	36,006	30,030	28,431
1998	35,938	30,487	29,738
1999	35,566	30,770	30,594
2000	37,420	32,137	32,120
2001	36,945	33,334	31,963
2002	37,067	33,691	31,746
01-02	0.3%	1.1%	-0.7%
93-02	3.4%	11.6%	20.9%

Source: U.S. Bureau of Economic Analysis and the McDowell Group, Inc.

According to the latest census, the median income for Native households in Juneau is about half that for white households.

Median Household Income in Juneau Alaska Native/American Indian and White Households

Juneau Households	Median Income
Alaska Native/American Indian	\$32,038
White	\$65,478
All	\$62,034

Source: Census 2000, SF3

**Poverty Status in 1999 (number and percent below poverty level)
For Selected Communities, Statewide and the United States**

	Juneau	Sitka	Anchorage	Fairbanks	Alaska	United States
Families in poverty						
All families in poverty	286	94	3,293	1,137	10,270	6,620,945
% of all families (Poverty Rate)	3.7%	4.2%	5.1%	5.5%	6.7%	9.2%
Families in poverty with related children under 18	240	73	2,935	975	8,812	5,155,866
Poverty Rate*	5.5%	6.0%	7.4%	7.6%	9.3%	13.6%
Families in poverty with related children under 5	159	68	1,701	592	4,854	2,562,263
Poverty Rate	10.3%	17.7%	11.1%	11.1%	13.4%	17.0%
Families in poverty with female householder, no husband	153	44	1,791	592	4,686	3,315,916
Poverty Rate	12.8%	13.8%	17.0%	22.0%	20.0%	26.5%
Families in poverty with female householder, no husband and related children under 18	135	44	1,731	577	4,407	2,940,459
Poverty Rate	14.3%	20.0%	21.0%	26.3%	23.7%	34.3%
Families in poverty with female householder, no husband and related children under 5	101	39	930	318	2,428	1,401,493
Poverty Rate	29.2%	51.3%	32.4%	37.6%	35.8%	46.4%
Individuals in poverty						
Number of individuals in poverty	1,797	668	18,682	6,206	57,602	33,899,812
Poverty Rate	6.0%	7.8%	7.3%	7.8%	9.4%	12.4%
18 yrs. and over	1,133	437	11,821	4,033	35,561	22,152,954
Poverty Rate	5.2%	7.0%	6.6%	7.3%	8.3%	10.9%
65 yrs. and over	72	41	865	241	2,330	3,287,774
Poverty Rate	3.9%	7.2%	6.4%	6.3%	6.8%	9.9%
Related children under 18 yrs.	543	212	6,441	2,038	20,792	11,386,031
Poverty Rate	6.7%	9.2%	8.8%	8.4%	11.2%	16.1%
Related children 5 to 17 yrs.	355	125	4,355	1,281	14,298	7,974,006
Poverty Rate	5.8%	6.9%	8.0%	7.2%	10.3%	15.4%

*The **poverty rate** is the percent of all families of a given composition that are in poverty. E.g., 240 Juneau families that have related children under 18 are in poverty. 240 represents 5.5 percent of all Juneau families that have related children under 18. So the **poverty rate** for Juneau families that have related children under 18 is 5.5 percent.

Juneau poverty rates tend to be half to a third lower than the state average. An exception is the rate for families with a single female householder and related children under 5. Nearly 30 percent of Juneau families of this type are in poverty. This is similar to Anchorage (32.4 percent), though much lower than Sitka (51.3 percent) or the national average (46.4 percent).

School Enrollment

Juneau School District and UAS Enrollment

	School Enrollment										Change 03-04	Change 95-04
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004		
Public School Enrollment ¹												
Juneau	5,372	5,531	5,699	5,727	5,791	5,699	5,494	5,608	5,543	5,475	-1.2%	1.9%
Alaska	124,474	125,340	127,733	129,945	133,357	133,047	133,356	134,358	134,364	133,933	-0.3%	7.6%
University of Alaska Enrollment ²												
Juneau ³	2,783	2,927	2,456	2,698	2,604	2,515	2,754	2,758	3,089	2,818*	-8.8%	22.8%
Statewide	32,850	32,481	31,917	31,184	31,106	30,249	30,480	30,625	33,516	33,900	1.1%	1.4%

Notes:

1. Enrollment as of October 1 of the school fiscal year. (i.e. 2003 is enrollment on October 1, 2002)

2. Fall semester enrollment for the fiscal year. (i.e. 2004 is Fall 2003) Enrollment includes full-time and part-time students.

3. This row represents enrollment at the Juneau campus of the University of Alaska Southeast.

* The drop in enrollment count between 2003 and 2004 reflects a change in the way enrollment figures are computed.

Source: State of Alaska Department of Education and Early Development for public school enrollment and University of Alaska Statewide Office of Budget and Institutional Research for University enrollment. University of Alaska enrollment reporting level is the unduplicated headcount and includes part-time, full-time students, and students auditing credit courses.

Educational Attainment of the Juneau Adult Population (age 25+), 1990 and 2000

Highest Educational Level Attained	1990		2000	
	Number	Percent	Number	Percent
Less than 9th grade	553	3.3%	373	1.8%
Some high school, no diploma	1,148	6.9%	986	4.9%
High school graduate	4,137	24.7%	4,370	21.9%
Some college, no degree	4,682	27.9%	5,684	28.6%
Associate degree	1,099	6.6%	1,319	6.6%
Bachelor's degree	3,187	19.0%	4,585	23.0%
Graduate or professional degree	1,963	11.7%	2,582	12.9%
Total population age 25+	16,769	100.0%	19,899	100.0%

The table shows a decline in the proportion of residents with lower educational attainment (first three rows, above), with a concomitant increase in the proportion with at least some post-secondary training (rows five and six).

Health Indicators for Juneau and Alaska, 2000 - 2002

	Juneau Deaths	Juneau Rate ²	Alaska Deaths	Alaska Rate	U.S. Rate ⁴
Mortality Statistics¹					
All Causes	428	770	8,946	835.9	845.3
Cancer⁵	114	197.8	2,096	196.8	193.5
Lung Cancer	23	38.9	597	55.1	54.9
Diseases of the Heart	78	146.6	1,855	197.0	240.8
Coronary Heart Disease (Ischemic)	52	88.1	1,257	130.5	170.8
Cerebrovascular Disease (Stroke)	21	42.2	487	59.9	56.2
Chronic Lower Respiratory Disease⁵	27	57.9	421	48.6	43.5
Diabetes	11	18.8*	253	23.7	25.4
Homicide	2	**	119	6.0	6.1
Suicide	11	12.8*	369	19.5	10.9
Teen Suicides (15-19)	0	0	54	35.0	
Unintentional Injuries	40	49.2	1,033	61.1	36.9
Motor Vehicle Accidents	14	17.9*	342	19.8	15.7
Birth Statistics					
Births to Residents	1,232	13.3	29,929	15.7	13.9
Fertility (15-44)	1,232	60.1	29,929	70.8	64.8
Teen Births (15-19)	126	36.8	3,287	44.5	43
Young Teen Births (15-17)	24	11.1	1,000	21	23.2
Prenatal Care Statistics³					
First Trimester Care	999	90.1	23,241	80.6	83.7
Adequate Prenatal Care	701	76	18,248	66.4	74.6
Birth Outcomes³					
Pre-term Delivery	92	7.6	2,992	10.0	12.1
Low Birth Weight	51	4.1	1,700	5.7	7.8
Infant Statistics					
Infant Mortality	12	9.7*	205	6.8	7

Note: Juneau's mortality rates that are higher than state or national rates are shown in bold.

Source: The Alaska Bureau of Vital Statistics

1 Age-Adjusted rates are per 100,000 U.S. year 2000 standard population.

2 Rates based on fewer than 10 occurrences are not reported.

3 Birth statistics for these outcomes are percents, not rates.

4 US year 2002 rates are preliminary.

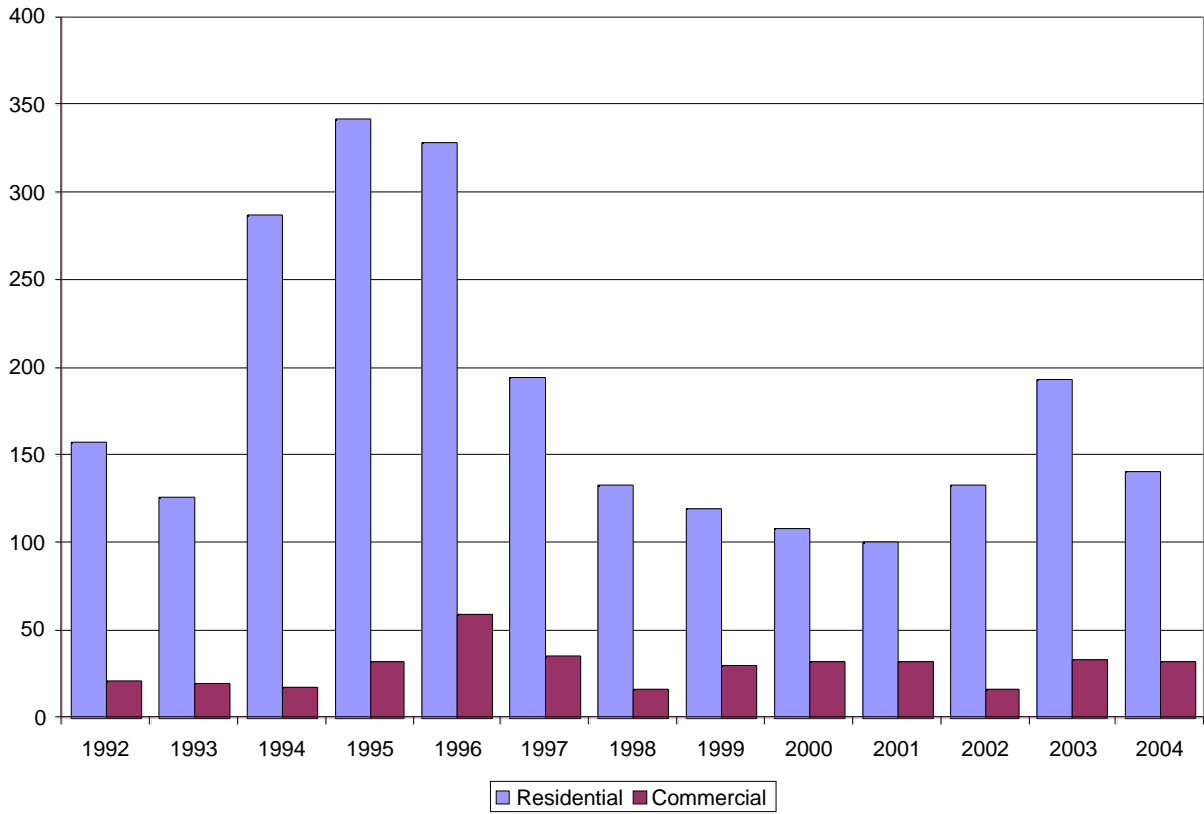
5 Categories in **bold** denote areas where Juneau incidence is higher than the state average.

* Rates based on fewer than 20 occurrences are statistically unreliable and should be used with caution.

** Rates based on fewer than 10 occurrences are not reported.

Residential Construction

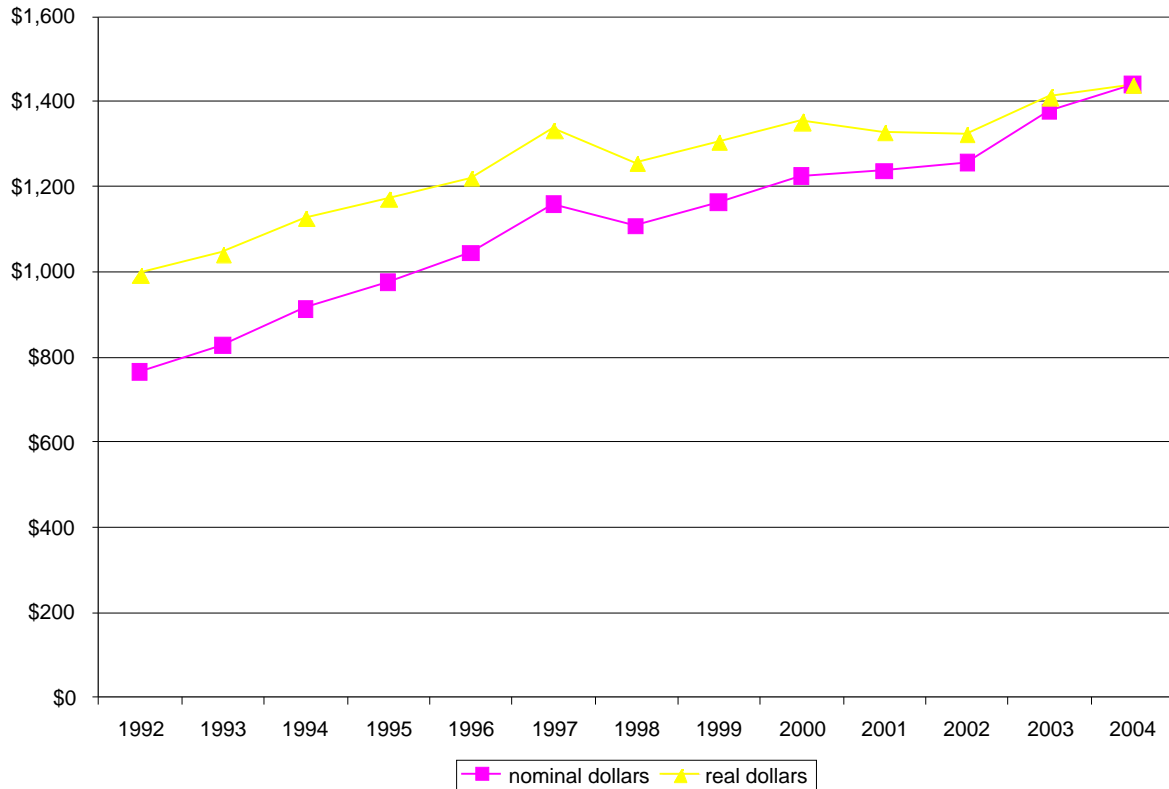
Residential and Commercial Construction Permits Issued in Juneau, 1992 to 2004



Source: City and Borough of Juneau – Juneau Permit Center.

Business Sales

**Gross Business Sales in the City and Borough of Juneau, 1992 to 2004
(in millions of dollars)**



Source: City and Borough of Juneau sales tax department. 2004 gross business sales are preliminary as of 3/9/05 since not all returns have yet been filed.

Passenger Volumes

Traffic Arriving in Juneau by Ferry, Air and Cruise Ship

Passenger Type	2001	2002	2003	2004*	Change 2001-2004	Change 2003-2004*
Ferry	64,334	72,782	67,640	67,410	4.8%	-0.3%
Air	275,500	264,710	265,236	273,696	-0.7%	3.2%
Cruise	691,000	740,000	777,000	884,000	28.0%	13.8%

Note: *2004 is preliminary data for air and ferry.

Source: Ferry traffic is disembarking passengers in Juneau from the Alaska Marine Highway System. Air passengers are deplanements obtained from Juneau International Airport manager's office. Cruise line traffic obtained from Cruise Line Agencies of Alaska. Percent change calculated by the McDowell Group, Inc.

SELECTED COMMUNITY ASSETS

The following list consists of the organizations and institutions (other than private businesses) that were specifically mentioned by participants in the Compass process. It is by no means a complete inventory of Juneau's community assets. Entities included here may have been mentioned in a number of different contexts. Many are organizations that people who were surveyed or interviewed for the Compass research either support financially or volunteer for. Others were mentioned as resources that could help the community in future efforts to address its challenges. For ease of use, the list is grouped into broad categories. The categories are not official designations, and many organizations may fall within more than one category.

Even though intentionally incomplete, the list is impressive in both its breadth and depth. As many Compass participants pointed out, Juneau has an exceptional social infrastructure for a community of its size.

Business

- Alaska Committee
- Alaska Miners Association
- Juneau Chamber of Commerce
- Juneau Economic Development Council
- Juneau Small Business Development Council
- Juneau Gold Rush Commission
- Juneau Rotary Club
- Southeast Conference

Children and Youth/Education

- 4-H Clubs
- Alaska Kids Count
- Association for the Education of Young Children
- Big Brothers Big Sisters of SE AK
- Boy Scouts (Southeast Alaska Area Council)
- Boys and Girls Club of Juneau
- Discovery Southeast
- Friends of Marie Drake Planetarium
- Girl Scouts (Tongass Alaska Girl Scout Council)
- Juneau High School Boosters (many teams and activities)
- Juneau School District
- Juneau Youth Sailing Foundation
- Juneau Youth Services
- Southeast Regional Resource Center (SERRC)
- Tlingit and Haida Head Start

University of Alaska Southeast (UAS)
Zach Gordon Teen Club

Culture and Entertainment

Gold Creek Nickelodeon Theater
Juneau Arts and Humanities Council
Juneau Jazz and Classics
Juneau Lyric Opera
Juneau Symphony
KTOO Public Broadcasting
Opera to Go
Perseverance Theatre
Sealaska Heritage Foundation
Theater in the Rough

Environment

Alaska Artificial Reef Society
Oceana
Southeast Alaska Conservation Council (SEACC)
Southeast Alaska Land Trust
The Nature Conservancy
Transboundary Watershed Alliance

Events

4th of July Parade
Alaska Folk Festival
Celebration
Gold Medal Basketball Tournament (Lions Club)

Health and Social Services

Aiding Women in Abuse & Rape Emergencies (AWARE)
Alaska Community Services Inc. (formerly National Senior Service Corps.)
Alaska Health Fair, Inc.
American Red Cross of Alaska, Southeast Alaska District
Bartlett Regional Hospital
Cancer Connection
Care-A-Van
Catholic Community Service

Front Street Clinic (SEARHC)
Gastineau Human Services Corp.
Glory Hole
Helping Hands
Hope Community Resources Southeast
Hospice & Home Care of Juneau
Hospice of Haines
Juneau Alliance for Mental Health, Inc. (JAMHI)
Juneau Family Birth Center
Juneau Housing First
Juneau Mountain Rescue and SEADOGS
Juneau Pioneers Home
Juneau Public Health Center – DHHS
Juneau Recovery Hospital (Rainforest Recovery)
Ketchikan Committee for the Homeless (PATH)
Love INC
Mothers Against Drunk Driving
Multiple Sclerosis Society
Planned Parenthood of Alaska
REACH, Inc.
Red Cross
Rendezvous Senior Day Services, Inc.
Salvation Army
SEARHC Medical-Dental Clinic
Shanti of SE Alaska
Sitka Counseling & Prevention Services, Inc.
Sitka's Faith In Action
Sitkans Against Family Violence
Society of St. Vincent De Paul
Southeast Alaska Food Bank
Southeast Alaska Guidance Assoc. (SAGA)
Southeast Alaska Independent Living/ORCA
Southeast Alaska Regional Health Consortium (SEARHC)
Tlingit and Haida Central Council (CCTHITA)
Tlingit and Haida Housing Authority
Transitional Living Center
United Way of Southeast Alaska
Vocational and Technical Resource Center (CCTHITA)
Wildflower Court

Recreation

Eaglecrest Ski Area
Juneau Soccer Club
Juneau Yacht Club
The Pipeline Skate Park
Sports facilities – CBJ Parks and Recreation
Trail Mix
Treadwell Ice Arena

Other

Alaska Legal Services Corporation
Alaska Native Brotherhood/Alaska Native Sisterhood (ANB/ANS)
American Legion
Collaboration Juneau
Community Connections
Douglas Island Pinks and Chums (DIPAC Hatchery)
Elks Club
Gay and Lesbian Alliance
Juneau Humane Society
Juneau Public Library
Juneau World Affairs Council
Kiwanis
Lions Club
Local churches
Local political parties
Masons
Neighborhood associations
Parents and Friends of Lesbians and Gays (PFLAG)
Veterans of Foreign Wars

COMMUNITY HOUSEHOLD SURVEY

The *COMPASS II*® methodology provides a basic household survey that was customized for use in the Juneau community. The primary forms of information gathered from respondents were their perceptions of community strengths, their opinions about challenges and issues in the community, and specific challenges and issues faced by their households.

Household Survey Methodology

McDowell Group adapted the Compass II sample survey with help from a project technical advisory committee consisting of United Way staff and two United Way board members helped develop the final survey questions. The survey was conducted by telephone from facilities in the McDowell Group's Juneau office between March 31 and April 6, 2005.

Sample households were selected at random from the Juneau telephone directory. There were 301 completed surveys, resulting in a maximum margin of error from sampling of +/- 5.8 percentage points. Some additional (unknown) error may have resulted from the fact that respondents were limited to households with listed telephone numbers and to those with "land lines" as opposed to cell phones. However, it seems unlikely that this introduced any systematic bias, particularly since respondents closely match the demographic profile of Juneau residents from the last census. The section following provides an analysis of the survey sample.

Subgroup Analysis

The report occasionally points out areas where results differ significantly by subgroup, for example by income level or when comparing Alaska Natives with non-Natives. The reader should bear in mind that sample sizes for most subgroups are relatively small and that the corresponding margins for error are larger than for survey respondents as a whole. For example, there were 45 Native respondents. This means that the sampling error for the Native respondents may vary by up to plus or minus 15 percentage points from the answers that would be obtained by surveying all Juneau Native residents.

Differences between Native and non-Native Responses

Ethnic identification provided by the survey respondents was 236 white, 45 Alaska Native or American Indian, and 21 "other" (similar to the make-up of the Juneau population, as shown below). Since the "other" group is small and spans many ethnicities, we have not analyzed their responses as a group. However, some comparisons of Native and white responses are of interest.

Keeping in mind the small sample size, results suggest that Natives perceive social problems in the community to be generally more serious than do whites, and Native households are more likely to be directly affected by those problems. The differences could reflect income in part. 49 percent of Native households responding earn less than \$35,000 per year, compared with 17 percent of white households. At the upper

end of the income range, 6 percent of Native households responding have incomes of more than \$100,000, compared with 19 percent of white households.

Nevertheless, as the tables on pages 40 through 42 show, it seems likely that Juneau Native families both perceive and experience the community as a more challenging place to live than do white families.

Differences by Income

Differences in how higher income and lower income respondents perceive and experience social issues tend to mirror those between whites and Natives. This is to be expected, since the median income of white Juneau households is roughly twice that of Native households. Larger samples and a more targeted research design would be needed to determine more precisely the independent effects of race and income with respect to perceptions about Juneau community issues. The issues that both Native respondents and lower income respondents tended to rate of higher priority than whites or higher income respondents include:

- Lack of good jobs
- Unsafe schools
- Lack of after-school programs and activities
- Water pollution
- Lack of recreational facilities
- Crime
- Poverty
- Teen pregnancy
- Racial or ethnic tension
- Lack of affordable child care

Respondent Profile

The following table compares the sample population to demographics from Census 2000. Female survey respondents were slightly over-represented in the sample compared to their percentage of the population as of 2000.

Comparison of Sample to Census 2000 Demographics

	Census 2000 Population	Survey Respondents
Gender		
Female	50%	57%
Male	50	43
Total	100	100
Race		
White/Caucasian	73%	78%
Alaska Native/American Indian	11	15
Asian or Pacific Islander	5	5
Latino/Hispanic	3	2
Black/African American	1	<1
Other	<1	1
Two or more races	6	na
Total	100	100
Household Income		
Less than \$10,000	4%	4%
\$10,000 to \$15,000	4	3
\$15,001 to \$25,000	8	8
\$25,001 to \$35,000	10	9
\$35,001 to \$50,000	14	14
\$50,001 to \$75,000	22	23
\$75,001 to \$100,000	19	17
\$100,001 to \$150,000	14	12
\$150,001 to \$200,000	3	3
\$200,001 or over	2	2
Median income	\$62,000*	\$57,500*

- The income distribution of survey respondents is similar to that shown in the 2000 Census
- The median household income among respondents was \$57,500, compared to \$62,000 (in 1999 dollars) for the 2000 Census. Since the distribution by income cohort is a close match, the difference in medians is likely due to the fact that the survey asked people to place their household income within a range, rather than estimating an exact amount. Median for the survey sample was therefore based

on the midpoint of the ranges, rather than an average of discrete numerical estimates.

- One out of eight (or 12 percent) of Juneau households said they receive some form of public assistance. At the time of the 2000 Census, 6 percent of Juneau households (and 9 percent of Alaska households) received public assistance, well over the national average of 3 percent. Since the survey sample contains a slightly lower percentage of households earning under \$35,000 than the census, we are unable to explain why the respondents report a higher reliance on public support.

Public Assistance Support

“Does anyone in your household receive public assistance, such as temporary assistance for needy families (TANF), Food Stamps, or Supplemental Security Income (SSI)?”

	Percent
Yes	12%
No	86
Refused	1

Respondent Age and Location of Residence

- The average age of respondents was 50 years.
- Women make up a majority of survey respondents.

Respondent Age

Respondent Age	Percent
18 to 24	5%
25 to 34	12
35 to 44	23
45 to 54	25
55 to 64	24
65 to 74	6
75 and older	5
Median Respondent Age	50 years

Location of Residence

	Percent
Mendenhall Valley	42%
Douglas/West Juneau	17
Downtown Juneau/Thane	15
Salmon Creek/Switzer Creek/Lemon Creek	10
Out the road	8
North Douglas	5
Back Loop Road	4

Perceptions of Community Strengths

This set of questions measures perceptions by Juneau residents of their own community. Note that these questions ask respondents how they think residents in general feel about the community. The questions don't explore whether those feelings/perceptions are accurate.

- Juneau residents view their community as one where people are prepared to help each other and where people feel like they can make a difference in their community. Most people feel that Juneauites are willing to work together on community issues.
- Nevertheless, the community is seen as far from homogenous. Only a third of respondents think residents have similar priorities.
- Only about half of Juneau residents think the community feels it is headed in the right direction, and only 3 percent feel strongly that there is agreement about community direction. Sixty percent of residents think Juneauites trust each other, but here again, only about 3 percent believe strongly that they do.
- Alaska Natives are somewhat less likely to feel that people in the community “help each other out” (76 percent agree vs. 91 percent of whites) and that community members “trust each other” (51 percent for Natives vs. 64 percent for whites).

Community Strengths

“Please tell me if you strongly agree, disagree, or strongly disagree with each of the following statements concerning people in Juneau:”

People in Juneau...	Strongly Agree	Agree	Total Agree/ Strongly Agree
Come together to help each other out when they have a problem	19%	69%	88%
Feel like they can really make a difference in their community	12	67	79
Are willing to work together in community issues	3	72	75
Trust each other	3	57	60
Generally feel like the community is headed in the right direction	3	50	53
Have similar priorities	1	33	34

Volunteerism

The level of volunteerism within a community is an indicator of community support and desire to help others. The survey addressed this issue by asking households if they volunteer, in what type of arenas they serve, and how frequently they volunteer.

- Volunteerism is common among Juneau residents; more than half of respondents said they volunteer in the community.
- Juneau residents are involved in a wide array of volunteer activities. The three most popular venues for volunteerism in Juneau are children or youth activities, schools, or church or religious groups (as indicated by about one in five respondents, respectively).

Community Volunteers

“In the past six months, have you volunteered in your community, including serving on a nonprofit board of directors?”

	Percent
Yes	58%
No	42
<i>“If yes, what activities do you volunteer for?”</i> (Base: 58 percent, or 175 respondents who said they volunteered in the past six months)	
Children or youth activities	22%
School	21
Religious group	20
Arts group	13
Environmental group	11
Hospital or health group	10
Groups that work with lower-income or homeless people	10
Seniors or disabled people	9
Sports group	9
Civic group, such as Kiwanis	9
Political group or candidate	6
Cultural group, music, museum	5
Neighborhood group, such as neighborhood association	5
Business association	4
Family conflict or counseling organization	2
Fire or emergency medical services	1
Other*	10
Refused	1

***“Other” Responses to “what activities do you volunteer for?”**

- Shanti (raise social consciousness)
- Animal Shelter
- Security
- SSVCS Organizations
- World Affairs
- United Way
- Private Stuff
- Miners Association
- Teen Pregnancy

Volunteers contributed an average of 11 hours to community service in the month prior to the survey. Nearly one in five households gave more than 21 hours to volunteer work in the previous month.

“In the past month, how many hours, if any, have you done volunteer work?”

(Base: 58 percent, or 175 respondents who said they volunteered in the past 6 months.)

	Percent
None	26%
1 to 5 hours	24
6 to 10 hours	13
11 to 15 hours	6
16 to 20 hours	10
21 hours or more	18
Don't know/Refused	3
Average number of hours	11 hours

Voting

Citizen involvement in the political process is another indicator of community support and strength. Nearly nine out of ten respondents said they vote. This is slightly higher than the actual voter turnout of **69 percent in** the 2004 general election.

Voting
“Do you vote in elections?”

Response	Percent
Yes	87%
No	11
Refused	1

Community Challenges and Needs

Residents were asked to rate the importance of issues in the community such as jobs and the economy, health, housing, education and social problems. More than half of respondents agreed on five issues:

- Lack of affordable housing
- Alcohol abuse
- Overcrowded classrooms,
- Drug abuse
- Lack of affordable medical care.

Community Challenges

“Using a scale of 1 to 5, with 1 being “not an issue” and 5 “a major issue,” please describe whether you believe each of the following is an issue for people in your community:”

Issue	Identified as “Major Issue” (4-5)
Lack of affordable housing	72%
Alcohol abuse	70
Overcrowded classrooms	63
Drug abuse	55
Lack of affordable medical care	54
Family violence, including abuse of children or adults	45
Lack of affordable child care	44
School dropout rate	42
Mental illness, depression, or emotional issues	40
Lack of recreational facilities and activities (playgrounds and ice rinks)	31
Racial or ethnic tension	30
Lack of good jobs	30
Lack of after-school programs and activities	28
Poverty	27
Teen pregnancy	25
Lack of services for the elderly	25
Noise pollution such as airplane or vehicle noise	20
Lack of continuing education classes	19
Lack of art and cultural facilities	19
Crime	18
Unsafe schools	17
Water pollution	15
Inadequate public transportation	15
Air pollution	9

Differences among Alaska Natives and non-Natives

Alaska Natives are more likely than whites to rate certain community issues as high priorities. Following are those issues with especially large differences between the two groups. Note that the margin of error for the Native subgroup is large (as much as plus or minus 15 percentage points).

Issue for the Community	Identified as "Major Issue" (4-5)	
	Native	White
Lack of good jobs	44%	26%
Unsafe schools	29	13
Lack of after-school programs	49	24
Lack of continuing education classes	36	14
Lack of recreation facilities	56	26
Lack of art and cultural activities	36	15
Crime	42	12
Poverty	47	23
Teen pregnancy	42	19
Racial or ethnic tension	42	27
Lack of affordable child care	62	43
School dropout rate	56	39

Household Challenges and Issues

The table following shows issues that respondents said affect their own households. Note that these figures must be interpreted with care, as some categories are likely to be reported more accurately than others. In particular, it requires specialized survey techniques to obtain reliable self-assessments with respect to issues such as personal or family drug and alcohol abuse, experience of family violence, emotional or behavioral problems, etc. Compass survey results for these and similar issues may not reflect actual community incidence rates.

As might be expected, the issues respondents said affect their own households are somewhat different from those raised for the overall community. Of the top eleven issues affecting households, only three – noise pollution, anxiety/stress/depression, and use of tobacco products – are not directly related to money. (And, though not explicitly financial, stress is also highly correlated with financial condition.)

Note that percentages may mean different things for different issues, depending on what is generally considered normal or acceptable. For example, 6 percent of households "not having reliable transportation to your job" might be seen as more or less of an issue compared with 6 percent "living in a house that needs major repairs," or 6 percent having "children or teenagers experiencing behavioral or emotional issues."

Three of the top five household challenges directly concern money. Money-related concerns include not having enough money for medical care or medical insurance and finding it difficult to manage or budget money, as well as not having enough money for housing, legal help, recreational or entertainment activities, food or clothes.

Household Challenges

“Using a scale of 1 to 5, with 1 being “not an issue” and 5 “a major issue,” please tell me how much of an issue each of the following was for you or anyone in your household over the past 12 months...”

	Identified as “Major Issue” (4-5)	Implied # of Households
Not having enough money for medical care	19%	2,190
Not having enough money to get medical insurance	19	2,190
Finding it difficult to manage money or budget	16	1,850
Experiencing noise pollution	14	1,620
Having a lot of anxiety, stress, or depression	14	1,620
Not having enough money to pay for housing	13	1,500
Not being able to find work	11	1,270
Not being able to afford legal help	11	1,270
Use of tobacco products	10	1,150
Not being able to afford recreational activities	10	1,150
Not being able to afford entertainment activities	8	920
Not being able to find or afford care for children	8	920
Experiencing water pollution	7	810
Not having enough money for food and clothing	7	810
Not having enough room in your house for all the people who live there	7	810
Children not motivated in school	7	810
Experiencing air pollution	6	690
Children or teenagers experiencing behavioral or emotional issues	6	690
Living in housing that needs major repairs	6	690
Not having reliable transportation to your job	6	690
Children being unsafe at school	5	580
Experiencing an alcohol issue	5	580
Not being able to get transportation for a senior or a person with a disability	3	350
Not being able to communicate in a common language	2	230
Experiencing crime against your household	2	230
Not being able to find or afford care for a senior or a person with a disability	2	230
Experiencing a drug issue	1	120
Experiencing physical conflict in the household	1	120

Differences among Alaska Natives and non-Natives

Alaska Native households are more likely than those of whites to be affected by certain issues. Following are those issues with especially large differences between the two groups. Note that the margin of error for the Native subgroup is large (as much as plus or minus 15 percentage points).

Issue for Your Household	Identified as "Major Issue" (4-5)	
	Native	White
Lack of services for the elderly	47%	21%
Not being able to find work	31	7
Children unsafe at school	11	2
Not enough money for housing	27	10
Not enough money for food and clothing	22	4
Not enough money for medical care	31	16
Not enough money to get medical insurance	29	17
Anxiety, stress or depression	31	11

Greatest Unmet Needs in the Community

Residents were asked to identify the greatest single unmet need in the community. Respondents were not prompted. However, the question followed the earlier ones above, which asked about a list of specific potential issues. This placement was intentional in order to help respondents consider a wide range of issues before identifying the most important. However, it must be noted that the presence or absence of an issue in the earlier questions could have had an effect on how this one question was answered.

- Affordable housing was identified as the most significant problem facing Juneau residents by one in four households. Other unmet needs were mentioned by less than one in ten respondents: these included the economy/jobs, the quality of education in the community, alcohol abuse, a lack of recreation activities, the cost of medical care and access in and out of Juneau.
- One in five Juneau households identified other unmet needs, but each was specifically mentioned by less than 1 percent of respondents. A list of these "other" responses follows the table.

Greatest Unmet Needs
”What do you think is the greatest unmet need or problem facing families living in Juneau?”

	Percent
Affordable housing	24%
Lack of jobs, the economy	9
Quality of education	8
Alcohol abuse	6
Lack of recreation activities	5
Cost of medical care	5
Access in and out of Juneau	5
Childcare issues	3
Poor parenting	3
Cost of living	2
Capital move	2
*Other	19
Don't know/refused	9

***“Other” Responses to “greatest unmet needs”**

- Lack of involvement
- Get do-gooders out of their business & lives
- Too worried about material goods
- Government
- Lack of sewer lines
- Population and consumer-driven global environmental pressure
- School funding
- School funding
- Not enough good teachers
- Affordable higher education
- Finding resources – assist kids transition H.S. to college
- Access for disabled
- Senior citizen care
- Children influence in the community
- Lack of healthy marriage initiative
- Mental health care for kids
- Support for families with alcohol issues
- Opportunities for education & employment for teens
- Teenagers & kids
- Quality time with kids
- After school child care
- School bus scheduling
- Pool in the valley
- Family (from extended families)
- Parental rights

JUNEAU BUSINESS SURVEY

The *COMPASS II*® tool provided a business survey that was customized for Juneau. The purpose of the business survey was to understand businesses that are already engaged in improving the community, and identify potential participants and roles for developing and implementing a community impact plan. The survey focuses on the ways in which businesses help to improve their community, such as by supporting community initiatives and projects.

Survey Methodology

Unlike the household survey, the business survey is not a statistically accurate representation of Juneau as a whole. The reason is selection bias. Business owners could choose whether or not to respond to the survey. It is likely that businesses that are more active in the community responded in greater numbers than those that are less active. Further, most businesses that responded are members of the Juneau Chamber of Commerce, which also indicates a level of community involvement that may not be true of businesses in general.

The survey was emailed to approximately 350 members of the Juneau Chamber of Commerce and 350 contacts on the Small Business Development Center mailing list in mid-April of 2005. Of the 69 responses, 59 came from Chamber of Commerce members. The following table compares the types of businesses that responded to the survey with those that make up the Juneau economy.

Comparison of Business Types Represented by Survey Respondents and Those that Make Up the Juneau Economy (per Alaska Department of Labor and Workforce Development for 2004)

	ADOL 2004	Businesses Surveyed
Professional	22%	39%
Health care, social services	12	13
Manufacturing, natural resources, construction	16	12
Arts, recreation, restaurant, lodging	11	10
Retail stores (including food stores)	16	7
Wholesale, trade, transportation, utilities	8	4
Other services (repairs, data processing, leasing, etc.)	13	1
Other	2	13

Other information about the 69 responding businesses is provided in the tables below.

Respondent Profile

Position of Respondents

	Percent (# Businesses)
Owner	61% (42)
Manager	29% (20)
Other	9% (6)
Refused	1% (1)

Size of Businesses that Responded to Survey

	Percent	Percent
	Summer Season	All Other Seasons
Number of Full-time Employees in Juneau		
None	21% (14)	24% (17)
1 to 5	28% (19)	29% (20)
6 to 10	7% (5)	9% (6)
11 to 20	21% (14)	22% (15)
21 to 50	16% (11)	9% (6)
51 and over	7%/5	7%/5
51 and over	7% (5)	7% (5)
Average Full-Time Employees	19	17
Number of Part-Time Employees in Juneau		
None	46% (32)	54% (37)
1 to 5	41% (28)	40% (28)
6 to 10	9% (6)	3% (2)
11 to 20	1% (1)	0% (0)
21 to 50	1% (1)	1% (1)
51 and over	1%/1	1%/1
51 and over	1% (1)	1% (1)
Average Part-Time Employees	4	3

Increasing Quality of Life

Almost all business leaders said they believe it is important or very important for businesses to contribute to improving quality of life in the community.

Increasing Quality of Life
“How important is it for businesses to help improve quality of life in Juneau?”

	Percent
Very important	58%
Important	35
Neutral	4
Not important	1
Not at all important	1

Community Issues

Businesses were asked to identify the top three most important issues local businesses could help the community address. Many business leaders said economic initiatives were the best fit between business and community building efforts: these suggestions included economic development, job training, housing issues, and entrepreneurship.

Top Three Community Issues
“Of the following community issues, which three are most important for Juneau business to help address?”

	Percent
Economic development in Juneau	59%
Job training and preparing people to enter the workforce	33
Affordable housing and home ownership	26
Entrepreneurship	20
Youth development	20
Encouraging employees to vote and participate in the political process	19
Designing a community plan	16
Promoting volunteerism	14
Arts and culture	10
Local education	10
None	1

Community Building

Business leaders were asked about their companies' contributions to the community, and to identify other initiatives they would like to support.

- Respondents show a high level of involvement in community support activities. Slightly over half are actively involved in promoting economic development, promoting youth development and encouraging employees to vote and participate in the political process. Just under half are involved in improving local education.
- When asked what kinds of community initiatives they would like to participate in, one-quarter said they want to help with a community plan. One in six (or 17 percent) said they would like to be active in promoting entrepreneurship, while a slightly smaller proportion said they would be most interested in promoting opportunities for economic development, increasing affordable housing and home ownership or beautifying community spaces.

Business Support of Community Building Efforts

	Currently active	Would like to be active	Not interested
Promoting economic development in Juneau	58%	14%	22%
Promoting youth development	57	9	29
Encouraging employees to vote and participate in the political process	57	3	32
Improving local education	46	10	36
Promoting good health	43	7	42
Promoting volunteerism	42	9	42
Promoting arts and culture	41	9	46
Fighting drug and alcohol abuse	36	4	51
Promoting entrepreneurship	36	17	36
Job training and preparing people for the workforce	35	7	52
Fostering racial harmony	30	10	52
Increasing recreation opportunities	30	12	51
Promoting services for the elderly	25	7	62
Beautifying community spaces	22	13	57
Increasing neighborhood safety	22	9	69
Designing a community plan	19	25	49
Increasing affordable housing and home ownership	19	14	57
Improving local transportation	19	12	58
Fighting depression; promoting mental health	17	3	71
Connecting neighbors who need help with those who can help	14	7	70
Promoting services for the disabled	13	6	72

Charitable Contributions

Most Juneau businesses contributed to charitable organizations in 2004., with nearly half (49 percent) giving between \$1,000 and \$10,000. Due to a few large donations, the average amount donated to charity in 2004 was \$5,000; the median contribution, which more accurately reflects the typical donation among businesses, was \$2,000.

Company Level of Annual Charitable Contributions, 2004

Value	Percent
None	9%
\$1 to \$500	23
\$501 to \$1,000	7
\$1,001 to \$2,500	19
\$2,501 to \$5,000	17
\$5,001 to \$10,000	13
\$10,000 and over	9
Refused	3
Average contribution	\$5,066
Median contribution	\$2,000

In-Kind Support

Support for charitable organizations often includes in-kind support, such as providing meeting space, materials and equipment, professional time or donations of goods. A popular mechanism for in-kind donations is in the form of products or services for auction. Levels of in-kind support were similar to those for cash donations in 2004.

Company Level of Annual Charitable In-Kind Contributions, 2004

Value	Percent
None	13%
\$1 to \$500	16
\$501 to \$1,000	16
\$1,001 to \$2,500	12
\$2,501 to \$5,000	16
\$5,001 to \$10,000	12
\$10,000 and over	13
Refused	3
Average contribution	\$5,252
Median contribution	\$1,500

Juneau businesses were asked how their companies determine which organizations to support. Nearly half said their company’s charitable donations were determined on a case-by-case basis, while a similar percentage said donations were given according to the business owner’s personal beliefs. One-third said their charitable contributions were motivated by business interests.

Contributions to Community Nonprofits

“If your business makes cash or in-kind contributions to community nonprofits, what typically determines the organizations you support?”

	Percent
We decide on a case-by-case basis	49%
Owner’s personal priorities and interests	48
Our business interests or strategy	33
Staff priorities and interests	22
We don’t make business contributions	7
Other	6

Note: Multiple responses were allowed.

When asked to name the top three nonprofits in Juneau, respondents identified a wide range of nonprofit services available in the community, including programs serving youth, families, the elderly, the homeless, and those in crisis. Catholic Community Service and the CCS-sponsored Hospice and Home Care program were identified as among the most important nonprofits in the community by over a third of respondents.

Top Three Nonprofit Organizations

	Percent
Catholic Community Service	25%
Glory Hole	22
United Way	17
Hospice and Home Care	13
Red Cross	13
St. Vincent De Paul	10
Big Brothers Big Sisters	10
Salvation Army	9
Food Bank	9
AWARE	7

Hiring Practices

- One in seven Juneau businesses makes a special effort to hire people who are transitioning from welfare to work, while one in six businesses strives to hire people with disabilities.

Hiring Welfare to Work Participants

“Does your company make special efforts to hire people who are trying to transition from welfare to work?”

	Percent
Yes	14%
No	84
Refused	1

Hiring People with Disabilities

“Does your company make special efforts to hire people who have disabilities?”

	Percent
Yes	16%
No	81
Refused	3

Nonprofit Service

Nearly half of respondents said they currently serve on the board of directors for a local nonprofit organization. Among those who serve on a nonprofit board, two-thirds serve on more than one (an average of 3 boards).

Nonprofit Service

“Do you currently serve on the board of directors for any community service nonprofit organizations?”

	Percent
Yes	49%
No	46
Refused	5
<i>“If yes, how many different nonprofit boards do you serve on?”</i>	
(Base: 49 percent, or 37 people who said they serve on the board of directors for a nonprofit organization)	
One	35%
Two	30
Three	22
Four or more	14
Mean number of boards	3

McDowell Group and the United Way Project Team developed a list of potential candidates for personal interviews. The selection was based on geographic distribution and community involvement and interest. Each informant was asked a series of questions about the community's strengths and weaknesses, to identify community needs, and to make suggestions on how to address these needs. A list of those interviewed may be found in Appendix 3.

Executive interviews were conducted during the month of June 2005. The intention of the interviews is not to capture all community viewpoints, but rather to raise issues based on a sampling of unique perspectives. Selected comments included in this report are the opinions of individuals and are not necessarily representative of the spectrum of public opinion. They are offered as possible starting points for further community dialogue or consensus building.

Community Strengths

Interview participants said Juneau has a strong sense of community, diverse cultural and recreational opportunities, a beautiful natural environment, high levels of volunteer service, and a strong education system.

Strong sense of community

One of Juneau's strengths is residents' willingness to help one another in difficult times, without regard to political or other differences. Several interviewees attributed this to Juneau's remote location. For example:

- "Juneau is a small, tightly-knit town. Relationships are possible here - you can call someone and get things done here in ways not possible in Seattle or other big cities. What you do seems to matter here, personally and professionally."
- "Juneau acts like a town much smaller than it is - the strong social fabric is akin to a town of 3,000 or 5,000. Maybe this is due to not being able to drive away. People have to face up to their actions here, and adapt and cooperate with people they may not want to."

Cultural and recreational opportunities

Several interview participants described the cultural opportunities available in Juneau as unusually diverse for a small community. One participant noted that because of the large number of programs, funding dollars are stretched thin. Specific activities mentioned as among Juneau's cultural and recreational assets include theater, music, and visual arts programs, sports, festivals and cultural events, political activism and easy access to recreational activities in Juneau's beautiful natural surroundings.

Social services and volunteer participation

Participants identified Juneau's many non-profit service agencies, the diversity of issues they address, and strong volunteer participation as another of the community's strengths.

- "There's a big heart here. Juneau residents are very generous in support of non-profits."
- "The number of people involved in community service is hard to match in other communities."
- "Non-profits in town are doing a good job; they now understand how to deliver services without competition that was common at the start of these agencies. The collaboration among nonprofits is impressive."

Education

Interview participants generally consider the education system, which includes primary, secondary and university-level institutions – along with a well-educated adult population -- to be among Juneau's key assets. The second high school was also identified as a community strength.

- "The school system, and especially the elementary schools, are community strengths – the teachers are knowledgeable of how to teach and there is strong parental involvement. I would like to see the schools become even more of a community focal point. When adults are in the schools, they see each other in the hallways and discuss their children's well-being; this interaction has positive impacts on the whole community."

Community-building issues and institutions

Support for education and a desire to minimize cruise impacts are among the issues that bring Juneau residents together to solve problems. One interviewee identified the capital move as an issue that united Juneau residents in the past – but one that appears to have lost momentum.

- "There is generally a real commitment to education in the community."
- "Controlling cruise pollution – we are setting the standard worldwide."
- "The capital move used to bring people in Juneau together, but it hasn't in recent years. Some people think it would help Juneau if the capital moved. They probably aren't thinking about the benefits for Juneau so much as for themselves - fewer people to compete for space, jobs, development and housing."

Institutions credited with bringing residents together to solve problems include the Juneau Assembly and other public forums such as the Chamber of Commerce, Collaboration Juneau, PFLAG (Parents and Families of Lesbians and Gays), the primary and secondary schools and the university. Interviewees also identified cultural events such as the Alaska Folk Festival, Celebration, the Gold Medal tournament, and the 4th of July parade as community building institutions.

- “Assembly meetings are regular forums here – the Assembly listens long hours to lots of people on touchy issues; I appreciate their willingness to listen again to issues. The city is almost always responsive to the community’s concerns. You can count on lots of city hearings when things are happening. They try hard to give public notice, provide opportunities for residents to participate in decisions.”
- “Because of Collaboration Juneau’s work, tourism and economic issues are being handled much better. They’ve helped in the long-run.”
- “There is a “brain trust” in Juneau – we have good dialogue on most issues and there are plenty of forums for debate.”

Several interview participants had difficulty identifying issues or institutions that bring Juneau residents together to solve problems. This was attributed to strong divisions in the community on political issues, especially in the areas of development and the environment. However, most of these interviewees noted that political divides are set aside when people are in crisis and need immediate attention (examples given by interviewees included the terrorist attack of September 2001, the tsunami in 2004, the downtown fire in 2004, and a cruise ship incident several years ago resulting in passengers being housed by Juneau residents).

Community Challenges

The types of challenges most frequently addressed include: political divides over development and environmental issues, access to Juneau, economic opportunity, racial divides and tourism impacts.

Political divides

Many respondents expressed concern that protracted debates on issues involving land-use conflicts, resource development and conservation have driven deep divisions among Juneau residents. Many described Juneau’s political environment as combative with little respect, understanding or compromise for differing opinions: specific examples included mining projects, protection of Berners Bay, and the proposed road from Juneau to Skagway.

The interviews captured a range of opinions on many developmental and environmental issues that illustrate the complexity of arriving at compromises satisfactory to all residents. However, most interview participants expressed willingness to work towards compromise regardless of their position; a number of interviewees attributed unhealthy debate to a minority of residents.

- “People want to live here - they choose it even with the weather. But people have very different reasons for living here, so what they think is best for Juneau varies. Discussion is good, but we’re not productive when it’s “my way or the highway.”
- “As a community we can’t seem to take no for an answer; once a vote is taken people don’t honor the decision and move forward.”
- “Determining the best way to improve access has been divisive for the community.”

- “It doesn’t appear that any group is working to find solutions to the development arguments in our community.”
- “Our dividing lines are not that much different than other communities. There are extremists at both ends and a complacent majority. The vocal minority controls outcomes in decisions in management of natural resources, management of the ferry system, decisions to build the road, the capitol design – this especially could have been a rallying point for the community but we showed real divisiveness.”
- “We view each project through a political prism rather than asking whether it benefits people. This may be more pronounced in a small town – people are more involved.”
- “We have to ask ourselves where we see the community and the surrounding area in 100 years, 200 years, 500 years. Open places are disappearing in the lower 48, just in my lifetime, and we don’t want that to happen here. We need to make long-term decisions and develop this area with long-term vision, protecting the jewels.”
- “We need to bring the media into the consensus-building discussions so that we give the media positive stories to report. We need to show that Juneau is a good place to live and that we have things in common as community members; often media attention goes to the divisive issues, and the public perception is that Juneau is a divided community.”

Economic issues

Interview participants identified economic issues as among the most significant challenges facing the community. Interviewees expressed concern that a lack of economic diversity or professional opportunities for young adults will have negative impacts on residents’ quality of life and the community’s future.

- “With the death or decline of some industries, the percentage of government employees in Juneau has decreased while the increased population means that a larger number of people are looking for jobs.”
- “We need a stable economy – we are dependent on government employment too much. Those most affected are people beginning careers, those in mid-career who may decide to make a long-term commitment to the community or they may decide it’s too hard to make it here.”
- “We have to try to figure out how to provide opportunities for young professionals. We have the strongest economy in Southeast, but it’s now a mature economy with few new options. Young people are not returning to fill positions – this is hard on the economy.”
- “The young adult population is not represented in Juneau. This has economic impacts since this is the age people are likely to start families and businesses as they look for their place to settle.”

Tourism impacts

The impacts of the tourism industry on Juneau’s environment, small-town atmosphere and the economy were among the concerns raised by interview participants. However, interviewees also credited the industry with community

involvement, working with residents to mitigate impacts and creating employment opportunities.

- “The tourism industry is strong; it provides jobs but they’re seasonal and often low wage. Some people make lots of money, but most make minimum wage.”
- “Some cruise lines are doing better than some residents in being active in community building.”
- “Tourism means you don’t go outside without people telling you how beautiful it is here.”
- “Tourism is a relatively clean industry, but we may have saturated our community. It may be too much of a good thing.”
- “People are less courteous now. The influx of a large transient summer population has influenced interactions and attitudes among residents.”
- “There has been a lack of planning on tourism impacts, and now other communities see what we have and don’t want to be like us.”
- “We have been able to broker some compromises and conversations between the tourism industry and community members but we may not be able to broker compromise on some things. We are almost a company town. Tourism is an international industry, and we can’t work with local businesses to find solutions to many cruise-related issues.”
- “We need to bring community members into the tourism planning process – people in the community feel disenfranchised, they feel they are hearing “Yes, dear” to their problems but no real solutions.”

Racial divides

Interview participants expressed concerns over racial divides and overall community integration. Several interview participants mentioned the efforts of numerous civic and social organizations working in cooperation with the school district to foster more cultural understanding including the Filipino community, Tlingit and Haida Community Council, ANS Camp 70 and Camp 2, PFLAG, Gay and Lesbian Alliance, the school district, and many others.

- “Work has been done to make this a less racist community but we continue to experience it.”
- “People of color are often in the low-paying jobs.”
- “Racist attitudes cause a lot of damage and affect people well into their adult years; we need more cultural understanding and to avoid perceiving a whole town or group of people as racist as a result of one incident or interaction.”
- “We need to grow cultural respect and communication. There are many ways white and Native people can misunderstand each other because even basic ways we think about life are different. We have a thousand ways to miscommunicate.”

- There are real misunderstandings between the Native and white communities in Juneau – we need to grow the understanding and respect
- We need to address racial bias and discrimination. It's not as open as in the past or in other places but it's still present."
- "A serious rift remains between Native and non-Native communities in Juneau. There is a lack of interaction between us – Ketchikan seems to be more integrated than we are. Why is this alienation present in our community?"

Youth

Interview participants felt it was important to improve the overall quality of life and increase educational and recreational opportunities for the community's youth. Several respondents felt this need was especially strong among Juneau's teens. Others felt there was a need for increased funding for youth from low-income households to participate in travel, sports, arts and other extracurricular activities.

- "Poverty is particularly hard on children and there is more poverty than we want to admit. Children are underserved in many areas: food, health care, adequate housing, education, recreation."
- "The adolescent population in particular is underserved – we need more preventative social interactions and recreation, and interventions for substance abuse treatment, behavioral and mental health care, addressing the dropout rate. Some programs are in place but the high school remains an area for improvement. There are not enough counselors, programs and people involved to keep teens productive."
- "The high school is not as healthy as it should be – although it's healthier than when I moved here. There are 2,000 people (students and staff) in the high school, so the environment there affects about 6 percent of Juneau's population. It's a significant proportion of our community and we should work to improve the high school."

Housing

Interviewees identified affordable housing as among the most significant issues facing the community. One interviewee described the difficulty of the task due to constant tension between private interests and city plans for development; property owners may be concerned that real estate values will be depressed if city land goes on the market. Populations identified as particularly affected by the housing shortage include children, young families, low-income households and the homeless population.

- “Housing is a dire need, and with the new influx of workers expected for the mine there will be increased need. This is usually dealt with by adding another trailer court – let’s build something that will be more permanent, something better quality. We need to get ahead of the curve for once.”
- “Housing is a whole bundle of issues – we need to increase land availability, create affordable housing for families with different needs, and see what we can do to enliven downtown so people are able to live downtown.”
- “There is a gap in housing for young families; we want them to be able to decide Juneau is a place where they want to make their home - and can afford to live in.”
- “Housing is a perennial problem; the community and CBJ have attempted to address these needs for various users but we don’t do a good job addressing homeless single men – we squeeze them in at the Glory Hole. We need more shelters in Juneau.”
- “Low-income housing near the bridge was torn down in the 1980s and little was built to replace it.”

Social service needs

Respondents identified a number of social needs in the community including a need for increased availability and an expanded range of health care services, particularly for the elderly and the uninsured, and the need for mental health counseling and substance abuse treatment programs. Other interviewees felt there was a need in the community to improve equality and access for people with disabilities.

- “We need a stable health care environment in Juneau - it’s up to the Assembly and Bartlett Hospital management to find solutions. We need more health care options and expanded services at the hospital and we need the money to do it.”
- There’s room for improvement in the delivery of services among the downtown population on Franklin Street, many are homeless, many have chronic alcohol problems – it’s taxing the existing system. There are no real treatment centers for alcohol/substance abuse, just overnight detox. SEARHC’s Front Street Clinic is serving twice the number of patients they expected and they still have more than twice that need among this population.”
- “There is a homelessness problem in Juneau. There are quite a few people living out on Thane Road.”
- “The government keeps cutting disabled and elderly people’s services. We need to provide what basics people need to stay at home and not be institutionalized. Older people may not qualify for disability even if they have trouble in daily tasks.”

Other issues

Several interviewees perceive a growing divide between downtown and valley residents, while others expressed concern that low-income residents are being

displaced from downtown. Other challenges identified by interview participants included: the capital move, Juneau's public image with other Alaska communities, improving access, and inadequate spending on education, arts, community recreation and other capital projects.

Suggestions for Addressing Social Issues

Suggestions for increasing opportunities for Juneau's youth

Seek potential partners to create more diverse recreational activities and employment skills development for youth, especially teens. Work in conjunction with the schools to develop more activities infrastructure and the budget to maintain facilities. Provide a wide range of activities, and coordinate the delivery and curriculum of activities.

There is a need for skills training and internship opportunities for Juneau's youth. Partners could include Perseverance Theatre, sports organizations, mentoring programs, and businesses.

Work to reduce the dropout rate. Work to integrate the schools into the community as much as possible. Increase the number of parents, business leaders and other organizations coming into the schools, and develop more ways for the children to get out and interact with the community.

Share success stories about volunteers. Tell residents about Juneau's own "local heroes" to inspire others, especially professionals, to give their time and skills to kids.

Work to foster a desire to volunteer among youth. Make it a fun way to meet others and give back to the community, rather than having kids perceiving it as a form of punishment.

Suggestions for increasing the availability of affordable housing

Develop a housing partnership. Potential partners include CBJ, CCTHHA, companies and Native organizations with strong funding sources, private contractors, and other community members.

Suggestions for meeting social needs

Create the most effective social safety net possible. Develop relationships between Juneau's social service providers and the new Juneau Community Foundation, which seeks to provide professional management of charitable organizations' funds.

Work to create ongoing partnerships and funding for the many organizations working together on a case-by-case basis to find solutions for people with disabilities. Potential long-term partner include Southeast Alaska Independent Living (SAIL), REACH, Lion's Club, other fundraising partners (churches, other professional associations), ADA coordinators for CBJ and the state, and the Parks and Recreation Department.

Suggestions for healing the racial divide

Cultivate cultural understanding and respect and work to eliminate discrimination. Work with kids and school administrators, teachers and staff at all levels.

Bridge cultural gaps. Ask Native leaders to help recruit Alaska Native volunteers, build energy from the top down to get volunteers, and to heal the rift.

Suggestions for a Juneau vision statement

- **Invest in our best renewable resource – our kids –** and grow them intellectually and spiritually to fill the leadership positions in our community.
- **Key words for a Juneau vision statement: consensus-building** -- Juneau should be a good, healthy community – we need to determine what makes a healthy community and work toward those goals (health care, cost of living, access).

Non-profit Leadership Council

This discussion group was composed of the directors of some of the Juneau non-profit organizations that receive United Way funding. In general, these agencies are well established and have strong reputations for service quality and effectiveness. Together, the directors represent many decades of experience with social service delivery. Discussion facilitated by the McDowell Group.

Major Themes

If policy makers and the public would confront the real costs of social issues such as drug/alcohol abuse, homelessness and incarceration, it would become obvious that resources for prevention, treatment and integration into society are excellent economic investments. Approaches that depend on warehousing people are very expensive, as well as ineffective.

In this regard, affordable and supported housing are seen as critical, as is integrated service delivery that can address multiple client needs. Explore opportunities for “one-stop-shopping” for social services. Better coordination of services between the Native and non-Native communities is an important goal.

Poverty was identified as the root of many social problems in Juneau. It’s an expensive community to live in. Housing is in very short supply. Access to jobs that pay a living wage is restricted. People and families who cannot afford a vehicle and stable housing are at great risk, especially the elderly, disabled, and school-age youth.

There is strong public involvement in social issues in many areas, but more needs to be done to educate and enlist the support of the community.

Goals for the Compass Process

- Look at where we are now as a community, addressing community issues and developing infrastructure and collaborative relationships.
- We have infrastructure, but there is scarcity of resources to support established services.
- COMPASS will give us a document proving the areas of need, with SE-specific information to show others, in order to combat apathy, to bring collaborative partners together, and to combine resources.
- Identify social ills/problems and generate solutions
- To understand/expand knowledge of other service providers – assess what’s working.

- The long-term COMPASS process is important.
- To expand the discussion of problems/issues beyond the United Way, get community support for efforts.

Community Challenges and Needs

- Address the lack of affordable housing, a hidden problem – it affects renters too.
- Find ways in which people with disabilities can be integrated/interact more with the rest of the community.
- Poverty is a big problem here – this is an extremely fragile economy, with many sub-marginal participants.
- Most of our community’s problems come from poverty – we need to identify the source of problems, we are dealing with symptoms (dispensing Band-Aids), not treating the cause. We need to come up with a plan, need to build consensus.
- We need economic development in the core of the community
- Substance abuse
- Lots of overlap in social services, but kids still fall through the cracks.
- Would like to see COMPASS address and ask prisoners at Lemon Creek, people at St. Vincent what their needs are - adult male homeless addicted felons need more human treatment (high-tech doesn’t replace high-touch). Prisoners shouldn’t be isolated from the community or ignored – on average they are released within 22 months and are back in the community, making the high infectious disease rate, other problems among prisoners a huge public health issue. The millions spent incarcerating people could be spent elsewhere.
- More involvement from schools/school district with social services organizations.
- We need more services for Alaska Natives.
- There is duplication of services with the Native community/organizations.
- The senior population in Alaska is growing.
- Budget decisions – funding is divided among non-profits without factoring in the higher costs of delivering services in rural areas.
- Look at Juneau’s needs, determine the biggest impact for the money, and recruit investors/donors for these targets.
- Ready workforce/job skill development is lacking in Juneau. We need more sophisticated data for our region, especially to make the case for adult

education and workforce development programs. Census data missed key information, showed an increase in the percentage of high school graduates resulting in lost funding for Alaska despite the fact that need still exists especially among the adult population.

- Assess non-profits' data – who has what? A lot of the data collection/analysis is grant-driven because we need to put the effort into getting grants; we need more data than just for our respective clients or grant applications.
- Affordable housing is a big problem – this is a basic need.
 - We need a neighborhood housing authority.
 - How can we quantify homelessness (all forms)?
 - The homeless population in Juneau is larger than it seems – many transient families, people couch-surfing, overcrowding. Juneau needs more available land - CBJ, Mental Health Trust Authority, other land holdings could be made available.
 - There are stringent rules on who can stay in public housing. One eviction can disqualify you from subsidies.
 - Alaska competes nationwide for housing/other grants. No money coming to Alaska this year. It is difficult to move people out of public housing as well.
 - THRHA (Tlingit and Haida Regional Housing Authority) built affordable housing, even making units available for non-Natives – it was good for the community, but the effort was criticized by the general public in Juneau – many people saying “they (CBJ?) gave the land away”
 - The aging population in Juneau doesn't have many options here – long-term care, assisted living, state waivers are harder to get. Many older residents are in substandard housing and we are trying to serve them at home.

Barriers to Community Action

- Alaska doesn't have per capita to compete for national funds
- Public doesn't understand benefit (why it makes sense for everyone)
- Do people know who's being served? Put a face on social services clients

Outreach - Encouraging Community Action

- Develop ways to involve members of the community, other agencies, people who aren't active now.
- Juneau residents are invested in the community – individual involvement is high, local government makes a remarkable contribution beyond what they are required to do. Do Juneau residents volunteer more than national average?
- Encourage others to be involved, to give. We have a strong base of volunteers and donors. More people would get involved if programs are properly marketed, but our money doesn't go there (marketing/advertising).

- How much of the community doesn't have time or capacity to get involved? People are extremely busy – jobs, family, kid activities, paying mortgage/rent.
- The number of children in Juneau is increasing, seniors increasing – there is potential to recruit active seniors to volunteer.
- Encourage the community to look at faces of the homeless/marginalized population – they're good people, not all are sex offenders or bad people. Our community needs more compassion.
- We need to educate other agencies and the public about success stories, show what social services do.

Delivery of Social Services

- One-stop building for social services:
 - Would be cost-effective (sharing equipment, administrative staff), and would allow cross-fertilization among service providers
 - We need to see services through clients' eyes – it's hard to get around to all the separate places they have to go. A one-stop location would improve ease of use of services and help clients who may have transportation issues.
 - Would help identify gaps/overlaps in service. As we help clients, we need to be able to refer people to other services and a one-stop center would help.
 - Could positively increase interaction of social services clients and general public
 - Raise awareness of social services providers
 - But where to locate? The population is divided between downtown, valley.
 - The current DOL/HHS-operated Juneau Job Center didn't have room to grow. They will be renegotiating a new lease. Could be an opportunity for an expanded one-stop concept.
- Maybe United Way, member organizations could be included when the state develops their strategies; we need high-level state reps at the table in planning strategies because their policies are driving our services.
- Social services programs need unrestricted funding; one-year grants aren't helpful because we want to focus on sustainable programs. But social services funding is always a problem; funding is not generally lined up for the long-term.

Cultural Diversity (Two-part Discussion)

Two discussions were held. The first addressed diversity issues in general. The second addressed ways in which the Native and non-Native communities in

particular could work together well. This summary combines comments from both discussions. Discussion facilitated by the McDowell Group.

Major Themes

- It can be an uncomfortable burden constantly to be expected to represent the views and needs of one's ethnic group (for example, in discussions of this kind!). It is especially so when one is, for example, the only Native in a group or on a board of directors. Organizations interested in better Native representation should work with the Native community to fill several board positions or other kinds of advisor roles.
- Juneau has a rich diversity of cultures, but they tend to be celebrated within each sub-culture, rather than by the whole community. There is a lot of untapped potential for community pride, understanding and knowledge.
- Why is it that Juneau has not embraced Native culture more publicly? It is an underutilized asset. In most neighborhoods, including downtown and the university, there is little visible evidence that we are in the heart of an ancient, sophisticated and highly successful civilization.
- Respect is absolutely fundamental to strong multi-cultural relationships within the community. People must make the effort to understand how people of other cultures in the community interpret their words and behaviors. There can't be a respectful relationship, if one assumes that the other will make all the accommodations.

Community Strengths

- Juneau has key, "go-to" people who get things done.
- People are well-connected, aware of their neighbors.
- We are well educated. The university is an asset.
- We get talent, ideas and savvy from our rich indigenous and immigrant populations, and from our connections with government.
- We have subsistence resources
- We have a good educational program and an economy that can support greater potential for indigenous culture.
- A strong culture of fundraising to help others.
- Organizations to help the healthy development of children, e.g., ANB/ANS, Big Brothers Big Sisters plus a growing collaboration on the part of childhood organizations.

Community Challenges

- Indigenous resource is not well utilized. For example. UAS doesn't reflect this heritage, either physically or academically. Instructors come largely from

other places. UAS could do a better job of building on community strengths and addressing community needs.

- Diversity is not celebrated. Juneau does some of this, but it is fleeting and driven more by the minorities than by the majority culture. There is resistance, e.g., within the school district, to cultural pride components. “It would create anger.” Diversity tends to lead to conflicting opinions/polarization, rather than dialogue.
- Conflict between commercial and subsistence fishing and tourism and sport fishing. This has a real impact, especially on villages.
- Low income is a barrier to health care, educational success and to recreation. E.g., kids can’t afford to participate in activities, or don’t have transportation. If you don’t have a car in Juneau, you are often excluded. There is some stigma attached. Minorities need more representation at Parks & Rec. Working moms and parents working two jobs have trouble juggling kids’ schedules.
- We need better advocates for the needs of low-income kids.
- Low income and rural families and students need help with life skills – attitude – kids don’t believe they can succeed.
- JYS interventions miss kids with emotional and mental issues. They have to get into real trouble before they get attention.
- Alcohol is a big issue – statistics for Juneau are huge. There is also a significant problem with misuse of prescription drugs.
- Suicide rates are also high. We need to get beyond talking about it.
- There is a gap in behavioral services for young people between 18 and 21. When they leave school, there is no one to pick them up. Private counselors can’t meet the demand.

Community Opportunities

- UAS could orient programs and credential sequences more toward human resources the community needs, e.g., mental health professionals.
- The “Identity Project” explores the value of cultural background to individuals and communities. Lets people know they can affect their futures in a positive way.
- The school system could start the Identity Project process early in kids’ lives. Schools could teach the TRUE history of the region. We need to explore funding for this. Change the future by telling the story of the past as fully as we know it.
- Build on the CBJ Diversity Committee’s work.
- The second high school is an opportunity to address the rigidity of the existing high school. Partly through a Smaller Learning Communities grant.

- Increase the proportion of minority teachers.
- Break out of the box of cultural assumptions. Stop us/them thinking.
- Focus more on prevention and support. Give youth the opportunity to change.
- The community has to own all its members. We can't just look at our own (families, groups, etc.)
- Add transportation routes so teens can get to activities and services. Use the opportunity to communicate healthy messages.
- More community/family activities where parents and kids have a common experience, e.g., cultural celebrations.
- Volunteering creates ownership of community issues/groups.

Barriers to Community Building

- There is still institutional racism. Visible at UAS, too. Leaders don't really understand diversity and therefore are not effective supporters.
- Communications between the majority and minority cultures are not well established. The majority doesn't know how to ask about/embrace minority views, knowledge, etc. Assumes things are fine the way they are. They don't realize it's dangerous to be a racial minority.
- There's a danger that the Native community will become resigned to racism as "just the way it is."
- Pockets of activity stay isolated. We need forums and other opportunities to get together to talk about the community as a whole. Dialogue must be ongoing. Documentation of the conversation is very important. How does word get passed out to others?

Juneau Business and Professional Leaders

Participants were members of Rotary Club and other groups that combine business and professional development with civic engagement and charitable support. Discussion facilitated by the McDowell Group.

Major Themes

- The need for consensus building – encouraging honest discussion between diverse groups on community issues
- Maintaining high quality of life for our children, grandchildren – activities for youth, job opportunities for young adults, affordable housing
- The need for economic development in Juneau – how to grow the private sector for a more stable community

Community Strengths

- Organizations that address the gap between government and social services – the safety net.
- We have a very diverse community – people care for one another. There is a strong sense of belonging among people in Juneau
- Juneau is a great place to raise a family. Quality of life here is high. (But parents are busy)
- Service organizations – participation is strong here, successful organizations provide structure and rules, individual differences are left at the door

Examples of successful community involvement efforts:

- It's difficult to come up with things where the community has come together – the community is divided (politically)
- Keeping the capital in Juneau has brought the community together
- Economic development group has had success, it needs a champion
- Speak Outs on Libraries – built from grassroots up, the process involved community members' input early in the process, asked citizens how the libraries could change to meet their needs. It was successful because people cared deeply about the subject and it was not inherently divisive.

Community Challenges

Consensus building/talking to each other:

- We need more opportunities to come together in groups to honestly discuss ideas. There are not a lot of forums for open discussion these days. Open forums for public comment often occur too late in the decision process.
- People are very polarized in Juneau and in the US; We need to get people to listen, not immediately react in a polarized way
- Instead of finding an issue where there is common agreement we need to identify the individual hurdles and strip them away one by one
- Most people are moderate here – the silent majority hates the rancor, many are alienated from the process by the extreme sides
- Juneau is perceived as being “out of step” politically with the rest of the state - anti-development. Capital cities are often more liberal. Is this a misperception?

“Brain drain”:

- We are losing 18-24 year olds and people in their early 30s. There are not enough activities. When student loan forgiveness went away, there was less incentive for young people to live here
- Lack of housing drives away young people – why live in someone’s basement when you can buy a house elsewhere?
- The public overall is more impatient now, a fast-food mentality, and many don’t want to pay dues in the career world
- There is a perception of lack of opportunities/advancement with state jobs, though the benefits are a draw (seasonal employment often doesn’t offer benefits) – some families make the decision to have one partner work for money and one work for benefits
- Recruitment issues: it takes a special person to live here, it’s not for everyone – the climate deters some people. Sometimes an applicant may say yes, but the spouse says no.
- The young population is a mobile one - road access may make Juneau more livable for them

Other issues:

- Dissatisfaction with legislative actions is blamed on Juneau. This gives Juneau a bad reputation around the state.
- We can’t frame every issue on every debate around the capital move – we’ll still be here if the capital moves – what will our community look like? How can we be an economic engine in ways we haven’t thought of before? Capital creep is inevitable – how can we prepare for this by building the private sector?

- People are extremely busy with families and work, focused on immediate impacts and things that seem most relevant to their daily lives. We need to get creative about how to get people involved in government, local decisions and local issues.
- Getting a permit to build a house here is difficult - the perception is that you can't get anything done in Juneau. We need "affordable housing" by many definitions, not just low income.
- How will we define sustainable long-term development in Juneau: tourism is driving people out of downtown
- Young people aren't returning to Juneau. We need to maintain this high quality of life for children, grandchildren. We need more activities for kids
- Develop the perception that Juneau is "open for business"

Juneau Seniors

National Senior Service Corps Volunteers – Friday, June 3; NSSC Retreat. Discussion facilitated by United Way of Southeast Alaska.

Representatives of the Juneau Senior Community – Wednesday, June 8; Juneau Senior Center. Discussion facilitated by United Way of Southeast Alaska.

Discussion Summary

In an effort to meet with a broad range of seniors in the Juneau community, United Way hosted two discussion groups for seniors: one with senior volunteers active in the community, and another with seniors who gather at the Juneau Senior Center for a congregated noon meal. Between the two groups, 22 seniors attended the meetings. The discussions addressed many issues facing seniors in Juneau, as well as larger issues affecting the community as a whole, and the social services arena in particular.

Affordable housing topped the list of issues faced by seniors in the Juneau community. The participants spoke of the long waiting list for senior housing, the lack of assisted living facilities, and the difficulties faced by those who earn just enough not to qualify for low-income services. And while the majority of attendees thought that Juneau offered its senior citizens decent transportation and good meal programs, many felt that it was difficult knowing what services were available to them beyond “meals and wheels.” Many participants felt Juneau was lacking low-income dental and vision care, financial and legal advice for seniors, and a senior athletic center.

When speaking of issues facing the wider community, most seniors felt that affordable housing was still the top priority. They linked the lack of affordable rentals and apartments with the low number of young adults in Juneau. Many also expressed a need for greater volunteerism in Juneau, as well as increased collaboration between the social service providers in the area. In building a stronger community, Juneau’s nonprofit organizations need to work together toward common goals, moving beyond the “turf battles” and resistance to cooperation in addressing Juneau’s issues.

Strengths of the Juneau Community

- Beauty/peacefulness
- People: They want to give something back to community (return for what they’re given)
- Small town feel – less hustle and bustle, more hospitality; accessibility to schools, stores
- Native culture (language, dances, music, celebrations)
- Culture: arts, music, theatre, natural beauty
- “Hub” for Southeast Alaska
- Taking care of seniors: good transportation (bus, Care-A-Van); lunch program (congregate meals & meals on wheels); helpful and caring community

- Isolation from the rest of the world
- Good medical care
- Good education
- Lot of social services/resources

Challenges Facing the Juneau Community

- Losing small town feel – tourism industry brings people with “bad attitudes”
- Tourist revenue largely excludes Natives – lost Native Cultural Center from downtown
- Need more volunteerism in the community
- Local government needs to listen to its constituency
- Lack of support groups, especially health-related
- Juneau is 5 separate communities – transportation is difficult without car
- Medical care – patients often have to leave area to get advanced care (transportation issue); Dental/vision care not available for low-income
- Racial issues in the schools
- Political correctness – people are more intimidated, community is more embattled in politics
- Cost of living for seniors – need for more services for immobile, inactive, unhealthy
- Not enough assistance for medium/low-income population – many are forced to leave community in order to retire
- Children: need food, housing, clothing
- Senior community center – affordable, with access to physical equipment
- Financial/legal advice for seniors – knowing what services are out there
- Computer/Internet access in Senior center
- Affordable housing, especially for young people and seniors: long waiting list for senior housing; retiring baby boomer generation will create greater demand; not available for those with small degree of financial support above poverty level; hard for locals to compete for housing with those moving into community

Opportunities to Strengthen Juneau

- Transportation: invest in existing road maintenance; invest more money into ferries; build North Douglas bridge; improve parking availability
- Keep capitol in Juneau
- Improve fishing industry – fisheries, canneries – support livelihood of many Natives
- Affordable housing: affects all areas, ages, and incomes – apartments, trailers, homes, lots; improve run-down dwellings; more assisted living and senior apartments
- Build senior athletic center

Barriers to Improving the Community

- Improvements are hard work – frustrating and easy to give up
- Disagreements on issues – lack of understanding/simpatico between groups
- Knowing where to start, whom to work with
- Funding for new programs (not just existing programs)
- Turf battles – resistance to cooperation/collaboration
- Bad legislators – too many politicians don't keep promises and aren't held accountable

Juneau Faith-Based Community Service Providers

Representatives of Juneau Faith Community – Monday, June 13; Love INC office. Discussion facilitated by United Way of Southeast Alaska.

Seven people attended this discussion group representing various churches in the community, including Shepherd of the Valley Lutheran, United Pentecostal, Faith Lutheran, Cathedral of the Nativity, Chapel by the Lake, and Church of the Nazarene. Invitations were extended to all faith groups in the community (Christian and non-Christian); however, nearly all attending the discussion group were associated with the Christian-based organization, Love INC – either as staff or volunteers. The remaining attendee is affiliated with the St. Vincent de Paul center, and so all attendees were involved in community service in some form.

Major Themes

The discussion focused around the issues of housing and coordination of services between nonprofit agencies, and when participants were asked to prioritize the issues facing Juneau, these ideas came out on top.

Affordable housing was undoubtedly the biggest issue in the minds of the attendees, with the lack of low-income and transitional housing being particular problems. Many of the participants felt that a new program could be established in which Juneau residents with extra rooms could open up their unused living space for those seeking transitional housing – modeled after a foster care program. This could help those seeking transition into sustainable housing, while providing a support network for those who may not have any other resources in the Juneau community.

The other major issue for the group was creating more cooperation and collaboration between the social service providers in the community. Many expressed concern that it is currently very difficult for people to find the help they need within the social services arena. In addition, it was suggested that advisory councils be formed around specific social issues in the community (e.g., low-income housing, drug abuse, medical care, etc.) made up of members of the social service organizations and other concerned community members that would serve as focused task forces that could help coordinate services between providers and direct efforts to help alleviate the problems facing the community.

Strengths of the Juneau Community

- Service organizations, including Glory Hole, Reach, Hospice & Home Care, and St. Vincent de Paul
- Sense of community in Juneau, which probably arises from our isolation, and which causes us to depend on ourselves and each other for dealing with problems
- Network of support is strong in Juneau – there is a density of services/resources per capita, and people are willing to give of their time and money to help others.
- Incredible hospital – not just a clinic – more equipment and personnel than you would expect to find in a town this size
- Appealing place to live – scenery, natural environment, small-town feel

- Relatively high-income population – proportionately affluent
- “A community of recycling everything” – furniture, clothing, etc., gets passed around to those with need. “Garage sales are an art here.” This probably arises in part from the costs of taking large items to the dump.

Challenges Facing the Juneau Community

- Drugs, alcohol, depression – result of Juneau’s isolation
- High cost of living, which affects several of the following:
 - Difficulties with those transitioning from incarceration into community – easier to “live off system” for food and shelter, than to find employment and affordable housing
 - Housing: there isn’t enough, it costs too much, there is a lack of transitional housing, and not enough Section 8 vouchers
 - Hard to recruit young, vibrant members to the community – hard to find affordable housing, livable wages vs. the lower 48
 - Economic opportunity shrinking – less pay, fewer good jobs. This is in part why 25-35 year-olds are not coming to/staying in Juneau.
 - Suspicion of those needing social services – there is a general suspicion that many are abusing the social services available, which causes more bureaucracy within the agencies to attempt to address the issues, which makes it harder for those with real need to find/use available services.
 - Juneau is focal point for Southeast Alaska – it is relied upon by outlying communities for social services. The prison population in Juneau comes from all over the Southeast, but most are “stuck” in Juneau after they are released, with no familiarity to Juneau.
 - Lack of extended family support – many people don’t have relatives nearby, which means no familial support (free childcare, living assistance for senior) nor a safety net for those facing difficulties.
 - Lack of available, affordable medication for low-income and working poor populations
 - Isolation of those with disabilities – it is hard for those with physical and mental illnesses to remain connected with the community.
 - Capitol move – there is a general uneasiness in the community about the possibility of a capitol move, which translates into an uneasiness about the future of Juneau and its economy.
 - “Road” access – As Juneau’s isolation is seen as both a strength and a challenge to the community, the prospect of building a road out has the community weighing the pros and cons.

Opportunities to Strengthen Juneau

- Love INC's proposed array of services: assistance with the transition to self-sufficiency (housing, food clothing), and with navigating the maze of social services
- Collaboration of groups around issues – nonprofit groups pooling resources and networking with each other (organizations, churches, etc.) to focus on individual issues. This would require overcoming the issues surrounding the separate funding streams of organizations.
- Nonprofits taking over government agency tasks: This is seen as a growing trend across the country. This is also “churches doing what they used to do.”
- Creating job opportunities – especially beyond government and tourism industries
- Trade industry: those working in skilled trades in Juneau are getting older and nearing retirement. More vocational education in Juneau (i.e., a technical college) would provide training to those willing to enter skilled trades; many of those individuals currently may not be interested in the traditional university education and a “desk job.”

Barriers to Improving the Community

- Fear, guardedness, and turf protection of service agencies, inhibiting cooperation
- Faith-based grants seen as funding taken from other social service organizations
- Nonprofits doing government work for less money – makes it hard to retain staff at organizations
- Minority/race interaction – there remains a feeling of mistrust between different cultural groups. Separate spheres of operation have existed for a long time.
- Ignorance/close-mindedness of individuals to the problems in the community
- Over-commitment of individuals who serve the community – many feel like they are already stretched too thin, and don't have more time to devote to the community
- Lack of education, especially for those with low-income seeking sustaining jobs
- Poverty – financial gap between unskilled wages and cost of living

Students from Yaakoosge Daakahidi Alternative High School

Yaakoosge Daakahidi High School Students – Monday, May 23

The discussion group was composed of about 18 youth, all students at Yaakoosge alternative high school. Males and females were represented fairly evenly. Discussion facilitated by United Way of Southeast Alaska.

Major Themes

The discussion with the youth focused largely around the notion that Juneau doesn't offer teens enough to do – the alternatives being to “hike, drink, and watch movies.” Many of the entertainment and recreation options in Juneau are expensive, and the “teen” centers have activities chosen mainly by adults to be geared toward younger kids. Though many felt that a teen center would be a welcome sanctuary from the “bombardment” of drugs and alcohol, the center would need to be more youth-directed to gain much interest by Juneau's teens.

Beyond teen issues, the attendees discussed issues facing the community in general. Alcohol and drug abuse is seen as a problem for community members of all ages. Affordable housing is a major concern for youth and their families; nearly everyone in the group experienced first-hand or knew others living in a campground because their families couldn't afford housing. Job prospects are poor for both the attendees (after graduation) and their families. Consequently, many expressed the notion that Juneau needs to focus on economic growth and expansion.

Juneau Strengths

- Yaakoosge Alternative High School
- Juneau is a unique city with a beautiful landscape and abundant wildlife
- Good campgrounds
- Community is kind and helpful
- Juneau is a diverse/multicultural community

Juneau Challenges

- Drug/alcohol use is a big issue – both for youth and adults
- Juneau is too small and isolated
- Campgrounds lack shower facilities
- Too many tourists during the summer
- Not enough activities for youth – nowhere to hang out (“All you can do is hike, drink, and watch movies); nothing in the valley for high school age kids
- Transportation is an issue (gas prices, bus routes/fees)
- Affordable housing (2 bedroom apartments start at \$900; many are forced to live in campgrounds)
- Teen pregnancy is prevalent in Juneau

- Available entertainment is too expensive; not enough variety of stores/no competition to keep prices down
- Diversity of Juneau also causes divisions among different groups – need to focus on making Juneau a stronger community
- Not enough job opportunities in Juneau; city needs to grow

Residents of Glacier Manor, Gastineau Human Services Halfway House

Residents of Glacier Manor, Gastineau Human Services – Monday, June 27.
Discussion facilitated by United Way of Southeast Alaska.

Nine people attended this discussion group, all residents of the Glacier Manor Halfway House. All but one attendee were male, the majority of whom were in their 20s, and approximately half of the group had lived in southeast Alaska prior to incarceration.

Major Themes

The discussion revolved around Juneau's unique position as a community largely isolated from the rest of the country. The participants saw this isolation as the cause of many of the problems affecting Juneau, from drug and alcohol use to a stagnant economy and poor job prospects.

Concerning Juneau's economy, many participants were discouraged by the lack of shopping opportunities in town (particularly chain restaurants and apparel stores), and the job prospects for entry-level workers. With much of the economy focused on government positions and the tourist industry, the job market has large seasonal fluctuations. The entry-level positions available often require training not available in the community, and provide little hope for advancement within a company. Most participants felt that the Lemon Creek prison offered little in the form of job preparation, with no vocational training or computer certification courses.

Issues facing Juneau's youth was another focus of the discussion group. Most of the participants felt that Juneau doesn't offer enough for their youth – particularly recreational activities and places to “hang-out” – and consequently, substance abuse is high among Juneau's teens. Overcrowded classrooms is another problem affecting youth, which may lead to less interest in/focus on schoolwork, and a higher dropout rate.

Drug and alcohol use was the biggest concern for those in the discussion group. They saw substance abuse by both children and adults as an effect of Juneau's relative isolation and lack of alternative entertainment. While most of the attendees felt that substance abuse was high throughout southeast Alaska, Juneau ends up inheriting many of southeast's abuse problems. Many of the participants felt that more focus should be placed on treatment and rehabilitation, particularly for those in incarceration. For many in prison, a substance abuse assessment is required (resulting in a medical bill many can't afford), while many of the treatment programs have been cut, and case managers are difficult to meet with.

Juneau Strengths

- Sports, outdoor recreation – especially for kids

Juneau Challenges

- Isolation: no roads in/out, feeling of being “trapped,” culture is 10 years behind rest of country
- Drug abuse – both youth and adults

- Town shuts down after tourist season
- Financial disparity between high and low-income residents
- Many of the same problems occur all over southeast Alaska – some are brought to Juneau
- Political town – control is concentrated in the hands of a few; city is dependent upon capitol
- Community is divided by politics, social groups, interests
- Not enough entertainment for youth/young adults – only bowling alley has closed
- Not enough help for those suffering from drug/alcohol abuse
- Prison programs lack training, computer certification, vocational skills
- Not enough shopping options – chain stores, urban clothing
- Cost of living too high – food, merchandise, housing – building the road may help
- Law enforcement focusing on misdemeanors, not real problems
- Economy is seasonal – hard to find jobs in winter, need to “know someone,” limited job opportunities, no training/advancement in entry-level positions

Guests of the Glory Hole Emergency Shelter

Guests of Glory Hole Emergency Shelter – Friday, July 1. Discussion facilitated by United Way of Southeast Alaska.

Discussions with guests of the Glory Hole were less formal, generally conducted one-on-one or in small groups during and after the noon meal. All of those interviewed had spent several years living in or near Juneau, and were currently struggling with finding housing, a job, or both.

Major Themes

The discussions focused largely on the most pressing issues the participants are facing – housing, jobs, and health care. Housing costs are too high, the waiting lists for subsidized housing are too long, and it is too difficult to save the rent deposit needed to gain access to rental housing. City zoning makes it difficult to live in a trailer outside of established trailer parks, and the area campgrounds, while providing an alternative for those without other housing, are often mismanaged, making it difficult for campers to stay at the designated sites.

The ability to find gainful employment was a concern for those participating in the discussions. The absence of an employment office downtown is keenly felt – during the summer, the library's computers are occupied by tourists, and even so, there are costs to printing out resumes on their printers. Participants noted that the SERRC office requires enrollment in classes in order to utilize their computer facilities, which is an expense many cannot afford. And while the Glory Hole has a few available computers, formal training isn't available. Many guests of the Glory Hole would like to have some onsite training in job searching and interviewing skills, to increase their chances of gaining employment.

Those participating in the discussions were grateful for the health care services provided by JAMHI and Front St. clinic, but were aware of the limitations of these services. Mental illness is seen as a major issue for many in the homeless community, and appropriate medication remains difficult to come by, especially on a regular basis. Many people with mental illnesses require assisted living or counseling services to maintain an effective medication regimen, and these services aren't available for all who need them. In general, members of the homeless community would like more coordination between the different health service providers, as well as some direction as to where and how they may be best served.

Juneau Strengths

- Glory Hole provides good, necessary services and is well known among homeless community for strength of services
- Front St. clinic – good services (homeless better off here than rest of Alaska); before downtown clinic, many would go straight to hospital for services – with no money to pay
- Church food basket programs are extremely helpful

Juneau Challenges

- Need an employment office downtown; job services in the valley are not helpful
- Library computers are busy with tourists in summer; costs money to print out resumes
- Glory Hole needs to provide computer training, job search skills, interview preparation
- No temp work available in Juneau
- Working poor have no health benefits, can't get health care
- Schizophrenia/alcoholism are big issues among homeless population
- Medication is difficult to receive consistently – need counseling and assisted living to help manage medication
- Front St. clinic can't help people with homes but no job
- Little direction for health service recipients as to “next step” – doctors/clinics that take Medicaid
- Too difficult to come up with first/last month rent to secure apartment – even low-rent apartments (costs \$2,000 just to get into an apartment!)
- Long waiting lists for subsidized housing
- Boats have to run in order to stay in harbor; docking fees going up 70%
- Campgrounds sometimes mismanaged – work-share residents often forced to pay \$\$ to stay
- Only one RV park – no place to put trailers; zoning prevents land owners from using trailers
- Homeless population often complacent with food/shelter services, little motivation to move on; feeling that “the world owes them”
- Welfare services are abused by some – need to be “kicked off” in order to motivate them
- Too much focus on tourism industry: streets/sidewalks aren't cleaned in off-season, community services (ferry) forced out of downtown

APPENDIX 1: STEERING COMMITTEE MEETING SUMMARIES

Meeting #1 – March 10, 2005

All but a few Committee members were able to attend the first meeting of the Juneau Compass Steering Committee. The meeting covered:

- Why United Way of Southeast Alaska is undertaking a community-building assessment process
- Goals, process and timeline leading to culmination of the process in late July (see handout for outlines of these areas)
- Brief statements by each Committee member about issues, perspectives, and constituencies the process could address

As hoped, the Committee demonstrated an extraordinary range and depth of expertise both professionally and with respect to what it means to live in Juneau. Comments made clear that, in addition to bringing individual perspectives, Committee members are enthusiastic about representing the whole community during this process.

The brief notes that follow are intended mainly to establish reference points for future Committee discussions. Please let us know if we have failed to represent important views, whether or not they were presented at the meeting. We will add all comments and suggestions to the record so the Committee can revisit them at the next meeting.

Four Steering Committee meetings are planned. The first two (including last week's meeting) are intended mainly to get ideas, observations, insights and questions on the table. At the third and fourth meetings we will work to distill and focus those ideas into a foundation for broad community action.

Reasons and goals for community building

- Encourage a sense that we are on the journey together. Promote sharing between groups while also valuing and preserving individual identities. Encourage non-partisan sharing
- Encourage people's passion to get involved, in spite of risks. Nurture a sense of service and contribution – make them community norms. Develop a community vision based on hope and an abundance mentality that goes beyond tangibles. Build energy and involvement throughout the community
- Help address big changes that are coming in public health, including demographic and technological trends and how public health issues are viewed and addressed by various entities involved.
- Help address a loss of downtown identity in recent years
- Identify or develop opportunities for kids to excel
- Inspire youth to bring their skills and energy back to the community. Help the transition from older to younger generations
- Work past negativity. Apply creativity to acknowledged priorities
- Ensure that Juneau is a good leadership model for Southeast Alaska. Help Juneau be a good capital city

- Promote collaborative efforts, for example around youth, poverty, the arts
- Look at prevention as well as solutions
- Find broader opportunities to contribute and learn about the community. Learn more about our home. Explore why we choose to make this our home
- Coordinate search for funding to avoid needless competition and focus on what's effective. Use an asset-mapping approach for most impact
- Learn about Juneau and assist newcomers and others. Get new insight into the community. Keep in touch with other perspectives
- There is a parenting crisis. One result is more and more youth on the street. Kids need protection. Parents need training, particularly low-income parents with young children
- Work to stabilize funding for existing services; preserve the safety net for those who most need it. Make quality-of-life affordable for all
- Take a positive approach to reducing weaknesses and building assets. Link assets with people

Possible community issues to address:

- Education
- Capital move
- Theater and art as alternatives to social programs
- Strong economy
- Access to sports and other opportunities for kids whose parents don't help
- Economic disparity
- Brain/creativity drain
- Homelessness and workforce development
- Young people and drug/alcohol abuse
- Voices of people in poverty
- Volunteerism
- Recreation/health
- Safe streets/neighborhoods
- Full spectrum of needs of kids and families
- Cultural diversity/tension

General themes from the discussion

- Get in touch with the full range of assets in the community. Have a vision of hope. Focus on what can we accomplish, rather than on "problems"
- Attend to those who are not able to help or protect themselves, especially kids, the homeless, the mentally ill. Improve the skills and capacity of families to care for their own.
- Look at links between the economy, health, the arts, and social issues Provide encouragement, training and opportunities so that economics are not a barrier to full membership in the community
- Nurture a culture of involvement. Even where broad agreement may be lacking, everyone can find a way to contribute

Meeting #2 – April 22, 2005

The second meeting of the United Way Compass Steering Committee was held on April 21 in the Egan Building at UAS. Several Steering Committee members attended for the first time:

- John Pugh
- Sally Rue
- Mara Early
- David Campbell
- Chris Wyatt

New members were asked to talk briefly about their goals for Compass and their sense of major community issues:

Issues noted by new members of the Steering Committee:

How to involve/engage youth?

- in the COMPASS project, and
- in the community, in order to give them practice in leadership roles

How to enlarge the circle, get people involved (in volunteerism)?

- Even in small ways, because little things make a difference. We can lift a heavy load if everyone picks up a piece.

How to encourage cultural diversity?

- in the COMPASS discussion,
- in community efforts
- how do we keep diversity in the schools, reduce dropout rates in the community?

School/education issues:

- The second high school will help overcrowding.
- Teachers seem to carry the responsibility for school success, the dropout rate/other school issues – others need to take responsibility as well.

Brain drain: Young people need to know what Juneau offers, and they need more opportunities here:

- make kids aware of job opportunities in the community
- create more opportunities
- train young people for jobs; Juneau's older population will retire and young people need the skills to fill these positions

Then the Steering Committee members addressed the following general questions:

Where and how is positive community change born and nurtured?

- *What past issues, ideas or themes have brought Juneau residents (or residents of other communities) together for the common good or created broad community support for addressing a social issue?*
- *How was that action precipitated? (An event? A leader? An organization? etc.)*
- *What community institutions especially foster a stronger community?*

- *What are the barriers to broad community action?*

Following are key points from that discussion:

What does community building look like? What is community?

- Networks, social capital
- Institutions: theater, ice rink, sports, Eaglecrest
- People know me, notice I'm here

The need for a common vision:

- People try to plow ahead with solutions, without understanding the problem
- We need to identify common issues, understand them, then move forward
- How much common vision do we need? There can be too much. The diversity of the group is important, sharing different perspectives, there needs to be a true representation of the community

Juneau has many assets/community building blocks:

- Especially the natural environment, and the availability of outdoor recreation.
 - It may be more difficult for people with low-income to own a boat, skis, etc, but there are still opportunities to enjoy the outdoors.
 - However, the natural environment is also an area where we get in the biggest fights in this community.
- Juneau is tightly knit - this is a strength - we all know each other, have relationships
 - But are we staying within our social circles? Many of the same people are involved over and over again in public forums, so we often talk to ourselves – we need to communicate with people outside our circles, to expand the circle and make the networks 3D – develop network to network relationships.
- Eaglecrest is a valuable network (maybe a loss-leader) – it may be difficult to place a dollar value on it, but the money isn't the sole measure of its value. It contributes to the larger community, the quality of life - we need to educate people on the value for the community
- Health care services are community builders – SEARHC, Bartlett Hospital, public health

How do we strengthen these connections?

- Less isolation between groups/organizations
- Identify the connectors between networks
- Lessons from developmental ed/dropout studies: Who falls through the cracks? Many dropouts are not unsuccessful students – the ones who are failing are getting attention. It is more often those who are disconnected, the ones who feel like no one notices them. The climate is vital to participation – do the kids feel connected? Does anyone notice when they aren't there? If not, it doesn't matter how good the teachers/curriculum are. People need to feel they belong, otherwise they will disengage, fall through the cracks. This can be applied to “community dropouts” too. Make people feel like they belong and are missed when they aren't there.

What brings people together?

- Threats/catastrophe bring people together – unity in face of threats (e.g., capital move)
- Economic issues
- Social networks – we need to build even stronger relationships between these networks in the community

What issues have unified the community?

- Capital move unified Juneau residents as a community
 - Motivated by self-interest, but also community pride, concern for population decline, economics of Juneau, the impacts on school enrollment/funding, and funding for social programs
 - There is a low-level anxiety always looming due to this issue, it erodes confidence and a sense of solid community – do we have the confidence to invest/to act on issues in the community? Do we believe we have possibilities?
 - People who have visited Juneau are less likely to support capital move.
- We need to get people to visit Juneau (other Alaskans) to experience the positive aspects of our community to combat the negative attitudes toward Juneau as the capital

What divides us?

- Ethnicity
- Wealth
- Government vs. non-government workers. Attitudes toward government workers are typically negative –as a nation and a community we don't honor public servants - they are "second class"
 - Juneau is the statewide scapegoat for legislative actions/decisions, usually unpopular ones
 - The press and people say, "Juneau did this" when referring to the legislature.
 - We need to make people recognize the importance of these state jobs, and to make the residents know that Juneau is like the rest of Alaska – (there is a high percentage of government workers in the rest of AK as well)
 - This tension is present and divides the community – public servants are talked about poorly
 - This is common despite the fact that these good-paying jobs make the quality of life in Juneau possible
 - Not all are making big salaries - some state workers have second jobs and qualify for low-income programs
 - We need to acknowledge state workers, and not accept negative statements about them

Juneau's economy

- We need more diversity in the economy. Juneau needs a mix of industries to be healthy.
- The Alaska mentality is that there's a finite "pie": good community building grows the pie in Juneau.
- Juneau needs to have a vision for the future, to make something exciting happen – what's the excitement/ the draw for Juneau?
- The community is very political – it's a problem.
- Economic security from government jobs in Juneau means people may become more split on new development ideas – they aren't as likely to perceive new development as prospective job opportunities for themselves, and are less likely to support it
- We need higher wages to draw professionals and keep them here

What makes a community resilient?

- Mentoring
- Fostering safety, security
- Relationships
- Connections outside your circle
- Identifying with our neighbors – social justice, equal treatment

- Diversity – cultural/ethnic, economic diversity (range of opportunities), recreation/activities
- Pride
- Opportunities for job advancement

Do we have time and energy to engage? When do people have time to engage?

- It's hard to get people to engage during the week – weekends are better
- State workers may have energy left at the end of the day
- We need to engage state workers in working toward a bigger vision
- But the change in administration leads to uncertainty, lack of confidence among state workers - and not just among those in higher-level positions that are routinely replaced when a new administration comes in.
- Fairbanks residents seem to have more time for other projects – creative activities, it was easier to get people involved
- Census: Juneau may have a higher % of families that are two-earner households – how many? What does this mean for engagement?
 - This is likely a byproduct of Juneau's higher cost of living, lack of affordable housing

Who isn't at the table often enough?

- Kids
- The poor
- All ethnicities need to feel welcome - Filipino, Native, black and white

Why is it hard to get people to the table?

- Habitual TV watching/sofa sitting
- With increases in information sources people don't have to get off the sofa to find out information
- People may be working hard to provide the basics, money for their families with little time left over
- Tired at the end of the day esp. during the middle of the week – people want to be home in the evening
- Lack of trust in the establishment
- Prior involvement – people who participated, but then saw nothing move forward and burned out

How do you get people to break their sofa/tv/other habits and routines and get involved?

- Get people to see themselves in the problem or in the solution
- Maybe the majority group has to go to the marginalized groups, instead of always asking them to come to us
- Have measurable goals
- Determine what the community wants to be involved in

Steering Committee members then completed an exercise designed to explore their personal priorities and what motivates them to be active in the community. In preparation for the next meeting, Steering Committee members were asked to reflect on the following question:

If you could change two things about the Juneau community, what would they be? Who would you most want to have helping you? What would you do first?

Meeting #3 – May 26, 2005

The third meeting of the United Way Compass Steering Committee was held on May 26 at the School District offices on 12th Street in Juneau. The main purpose of the meeting was to review highlights of the Compass household and business surveys and to continue discussion of community priorities in light of the research data.

McDowell Group presented research highlights, and all SC members received a copy. We also suggested that the following themes might be part of a “community vision” for an “ideal” Juneau:

- People value civic engagement and communicate openly to reach broad consensus on quality of life decisions
- A safety net protects our most vulnerable families and individuals
- Children and our legacy to them are high priorities
- Economic uncertainty is managed so that people are motivated to invest in the community

The ensuing discussion included the following:

- **Regarding civic engagement** – how to foster shared responsibility for key issues like children, drugs/alcohol, good health, etc. The vision should include healthy lifestyle alternatives, prevention.
- **Go beyond a social safety net** – A safety net is not enough. We need to be proactive. How to address root causes of social problems? E.g., understand the stepping-stones out of poverty. What is the role of education?
- **Clarify what we mean by a focus on children** - how to make kids feel connected to community/schools/adults. What are the barriers to child development and success?
- **Regarding economic insecurity** – we need better workforce development – job training and job-readiness skills. Must understand the implications of migration from outlying villages for local job market and employment needs.

The Steering Committee began to identify and clarify priority issues, including:

- **“Affordable housing” is a broad term** – we need to define our community’s needs and assess living *needs* versus *wants*. Housing should be available for different groups with different needs. We need to maximize independence, for example, for the elderly and those with disabilities. Permanent and transitional housing serve very different purposes. Transitioning from Section 8 to entry-level housing – people need to have an understanding of the system. What services are available to assist transition out of homelessness, poverty? Transitions out of prison are especially difficult.
- **Understand that housing needs are a moving target** – the supply increases and demand increases. We need more housing developments similar to joint venture of

the CBJ and Tlingit Haida Housing Authority, and we need to think bigger - larger scale development. Some communities subsidize to augment the scale of housing development.

- **Understand Juneau's position in the rural economies of SE** – work toward regional economic security. Economics forces us to look beyond Juneau (for 4th vision piece) because some people are being displaced from villages to Juneau due to weak economies and need housing/jobs/services here.
- **Alcohol/drug abuse is a root cause of many community problems** – we need to encourage healthy alternatives to drug/alcohol abuse, acknowledge the problems in our community, learn to live with “natural highs”, we have a shared responsibility to promote healthy living.
- **Poverty is a root cause of many community problems** – how can we address the problem farther upstream? We need to determine the best approach to helping people move out of poverty – education is a long-term answer. What groups need services? What are their needs? What is the role of housing and how does it differ for different groups?
- **Everyone has a stake in improving the community for kids** – we need to remove barriers to child development/success. Is the loss of youth different in Juneau than in other places? Kids/young adults worried if they come back they won't find friends.
- **Increase our recognition of community volunteers** – both to support them and to encourage others to volunteer.

The Steering Committee continued to wrestle with the ways in which seemingly fundamental issues are intertwined. Will education solve poverty, or do you need to solve poverty to provide fair access to education? Is drug/alcohol abuse best viewed as a cause or symptom of other needs? To what extent can housing solve other social issues; what social issues must be addressed along with housing in order for the housing to be viable?

Clearly, these are challenging questions, a full examination of which is far beyond the scope of the Compass process. Our job is to look for basic directions and points of departure. Where should the community turn first to begin to bring its social capital to bear more effectively? Who needs to be involved? How might they start? Are there basic measures of community health that can give us an indication of how we are doing in priority areas?

At the final Steering Committee meeting on July 14, we will try to draw some conclusions about root issues and priorities for the Juneau community as a whole and provide some guidance to the United Way of Southeast Alaska about priorities that dovetail with the areas of care that the United Way addresses:

- Services for children and youth
- Support for the elderly and disabled
- Promotion of wellness and self-sufficiency
- Basic needs of people in crisis

Meeting #4 – July 14, 2005

At the fourth and last meeting of the Steering Committee, discussion focused on continuing to identify the critical priorities in the community, as well as potential common denominators that could help to address them. The Committee agreed that the following issues were all important and that they were inter-related in fundamental ways:

- Housing: low income, transitional, supported, and starter homes
- Drugs/alcohol/mental and emotional issues
- Children and youth: recreation, opportunities for development and connectedness with the community, education for both employability and social/self-empowerment skills
- Economic barriers and the effects of poverty: employment opportunities, job-training and under-employment, transitional support and workforce readiness skills, cost of medical care and other critical services
- Cross-cultural and cross-issue respect and communication

Because of the complex connections between issues, the Committee did not attempt to prioritize the list further. It noted that the next steps in prioritizing and action planning needed to involve specific expertise at the highest levels available to the community. Also needed is direct participation by groups who are affected. Possible tools to assist in prioritizing include cost/benefit analysis, more detailed needs assessment, benchmarking, analysis of long-run vs. short-run impacts, etc.

The Steering Committee broke into smaller groups to discuss priorities in more detail. The groups reached the following conclusions:

- Cost of living (a growing gap between income and the cost of goods and critical services is a major stress on the community. Efforts to “build community” and address social problems must take into account the effects on individuals and families of economic factors that may be beyond the scope of most social programs to address.
- Build on Juneau’s culture of community involvement by making volunteerism easier and more effective. Many Juneau residents are very involved in community issues and needs; 58 percent have volunteered in the past 6 months. Establish a clearinghouse to match volunteers with community organizations, projects and needs. Build the capacity to train volunteers, for example seniors, and expand efforts to match kids and adults, particularly through the schools. Develop a common terminology of service community-wide to help volunteerism take root in new places.
- Break negative social cycles by engaging the larger community through public education to change attitudes and strengthen connections between school, family and community (building so-called “social capital”). Many social problems can be addressed by improving the resilience of children and youth. Social skills – the ability to form meaningful relationships – are fundamental to a successful community. Use the schools as a focal point and develop a common language and skills training for nurturing kids. Take a grassroots approach that focuses on making people more aware and more involved.

An important theme in the discussion was how to improve the fundamental ability of individuals to successfully improve their own lot in life, as well as the character of their community. Barriers to self-empowerment should be addressed “upstream,” that is, before social problems develop. The group focused on school age children as a particularly critical focus.

Another key discussion addressed the need for a community vision that is broadly held and easily understood. An example is a town that parlayed a championship sports team into an attitude of pride and accomplishment that became a rallying point for the whole community. This reflects a theme that has resonated with the Steering Committee since its early discussions, namely to focus on the building community assets rather than on “solving problems.” A critical element, however, is to establish explicit areas of broad agreement. To do this, people must 1) believe they can make a difference and, 2) understand how their own self-interest will benefit from a stronger community. The importance of influencing and engaging people through links between networks, “circle to circle,” was also emphasized.

APPENDIX 2: UNITED WAY OF SOUTHEAST ALASKA MEMBER AGENCIES

Aiding Women in Abuse & Rape Emergencies (AWARE)
Alaska Community Services Inc. (formerly National Senior Service Corps.)
Alaska Health Fair, Inc.
Alaska Legal Services Corporation
American Red Cross of Alaska, Southeast Alaska District
Association for the Education of Young Children
Big Brothers Big Sisters of SE AK
Boys and Girls Club of Juneau
Boy Scouts of America.
Southeast Alaska Area Council
Cancer Connection
Catholic Community Service
Community Connections
Gastineau Human Services Corp.
Girl Scouts (Tongass Alaska Girl Scout Council)
The Glory Hole
Helping Hands
Hospice & Home Care of Juneau
Hospice of Haines
Ketchikan Committee for the Homeless (PATH)
National Council on Alcoholism & Drug Dependence
Planned Parenthood of Alaska
REACH, Inc.
Rendezvous Senior Day Services, Inc.
St. Vincent de Paul
Shanti of SE Alaska
Sitka Counseling & Prevention Services, Inc.
Sitkans Against Family Violence
Sitka's Faith In Action
Southeast Alaska Food Bank
Southeast Alaska Guidance Assoc. (SAGA)
Southeast Alaska Independent Living/ORCA
Southeast Regional Resource Center (SERRC)
Transitional Living Center
United Way of Southeast Alaska
Zach Gordon Teenage Club

APPENDIX 3: EXECUTIVE INTERVIEW LIST

The following people generously provided their time and ideas in semi-structured interviews about the Juneau community:

Ken Brewer, CEO/president, Southeast Alaska Regional Health Care (SEARHC)

Bruce Bothelo, mayor, City and Borough of Juneau

Sam Skaggs, president, Skaggs Foundation; president, Skaggs Investments, eco-charter skipper

Sally Saddler, legislative liaison, Department of Community and Economic Development

Sara Boesser, CBJ chief building inspector; author

Win Gruening, president, Key Bank; chair, the Alaska Committee

Brett Dillingham, multi-cultural educational consultant, Southeast Regional Resource Center (SERRC); storyteller

Paula Terrell, Alaska Marine Conservation Council; Thane Neighborhood Association; commercial fisherman

Bob Martin, BIA regional transportation engineer

Bob Wysocki, CEO, Huna Totem Corporation

Bob Rehfeld, CPA, partner, Elgee, Rehfeld and Mertz CPAs

Reed Stoops, Reed Stoops and Associates; co-owner, Franklin Street Dock Enterprises

Beth Chapman, attorney, Faulkner Banfield Professional Corporation

Dr. Bob Urata, physician, Valley Medical Care

Rep. Beth Kerttula, Juneau legislator

Rep. Bruce Weyrauch, Juneau legislator

APPENDIX 4 – EIGHT PHASES OF JUNEAU COMPASS

For a detailed description of the Compass II process, see *Compass II® Guide to Community Building, Increasing the Capacity of People to Build Better Communities* by the United Way of America

Eight Basic Activities or Phases of Juneau Compass II®

1. Form a Community Partnership (*United Way leads*)

Diverse sectors and interests

People who are invested in the outcome (stakeholders)

People who have not previously been involved

2. Inventory Key Community Assets (McDowell Group leads)

Capacity for improvement

Associations, organizations, businesses

3. Collect and Analyze Community Data (McDowell Group leads)

Household and business surveys

Key informant interviews and discussion groups

Socio-economic research

4. Review Community Priorities (Steering Committee leads)

Main activities will be two Steering Committee discussions facilitated by McDowell Group. Additional community dialogue may be needed to help focus and develop broad support.

5. Select Priority Issues and Establish Community Impact Agenda (McDowell Group initiates; United Way and Steering Committee pursue)

A facilitated capstone discussion by the Steering Committee will use McDowell Group's final report as a point of departure.

6. Issue-Oriented Planning: Build an Outcome-Focused Community Impact Plan (McDowell Group initiates; United Way and Community Action Councils pursue)

McDowell Group's final report will lay the foundation. More detailed stakeholder planning will be needed to address priority issues and targets in detail. It is critical that the Impact Plan have broad support and investment by the community.

7. Take Action (Community Action Councils lead)

8. Track Process, Progress and Impact (United Way leads)

The "Ninth Commandment": Communicate During all Eight Phases

Formally by United Way, informally by Steering Committee