



Multi-Tenant Nonprofit Center Study

Prepared for:
United Human Services

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Prepared by:



McDowell Group Anchorage Office

1400 W. Benson Blvd., Suite 510
Anchorage, Alaska 99503

McDowell Group Juneau Office

9360 Glacier Highway, Suite 201
Juneau, Alaska 99801

Website: www.mcdowellgroup.net

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Introduction and Methodology

United Human Services contracted with McDowell Group to gauge interest among Juneau nonprofits in the concept of a new multi-tenant nonprofit center in Juneau. Interested organizations were asked about specific needs, preferences, and interests related to a center in relation to work, storage, and meeting/classroom space, location, parking, shared space and services, timeline for potential re-location, and financial considerations.

Methodology

Juneau nonprofits were identified and interviewed for this project through a two-step process. First, United Human Services conducted screening calls to a selected list of social service organizations using questions developed in consultation with McDowell Group. Organizations selected included tenants of the current nonprofit tower on Hospital Way, entities aligned programmatically with tenants of the tower, United Way partner agencies, and others as identified by UHS. Organizations that expressed interest in possible involvement in the center were referred to McDowell Group for a more extensive interview.

In part two of the process, McDowell Group conducted detailed interviews to gather data from the interested organizations about their specific circumstances and requirements associated with a multi-tenant center. The interviews asked about space needs, cost, service needs and preferences, and the level of interest in specific components of a multi-tenant center. The two interview protocols are included in Appendix A of this report.

Interest in Relocation

UHS identified 17 Juneau non-profits that expressed interest in participating in the center. McDowell Group completed follow up interviews with all 17. The interested organizations are listed below, with an (*) denoting tenants in Juneau’s current non-profit tower on Hospital Drive.

- Association for the Education of Young Children, Southeast Alaska (AEYC)
- Alaska Legal Services
- Alzheimer’s Resource Center (*)
- The American Red Cross (*)
- AWARE Prevention Program, including Men’s Program
- Big Brothers/Big Sisters
- Cancer Connection (*)
- Catholic Community Services (CCS)
- Discovery Southeast
- Juneau Charter School
- Juneau Community Foundation
- National Alliance on Mental Illness (NAMI)
- National Council on Alcoholism and Drug Dependence (NCADD)
- Polaris House
- Southeast Alaska Independent Living (SAIL) (*)
- United Way of Southeast (*)
- UAF Cooperative Extension Service

Interest Levels

Interest among the seventeen organizations in relocating to a multi-tenant nonprofit center, varied from somewhat to very interested.

Interest in Relocating to a Multi-Tenant Nonprofit Center			
	Very Interested	Interested	Somewhat Interested
Relocating

Ten organizations said they are very interested in relocating, provided the center meets their needs. These organizations are listed below; significant time, space, or other requirements for participation are noted in parentheses.

- **AEYC**
- **Alaska Legal Services** (current lease runs until 2020)
- **American Red Cross**
- **AWARE Prevention Program**
- **Cancer Connection**
- **Juneau Charter School** (not a social service non-profit, some unique space requirements)
- **NCADD**
- **Polaris House** (not able to share most space, requires independent conference space and kitchen)
- **SAIL**
- **UAF Cooperative Extension Service** (Need to confirm space or a plan for space quickly)

Five organizations also reported interest in relocating to the center but identified more significant considerations to address:

- **Alzheimer's Resource Center.** The ARC faces several unknowns, including organizational growth and funding that will require further discussion.
- **Big Brothers/Big Sisters.** Interest is dependent on cost and amenities.
- **Discovery Southeast.** The organization is sensitive to price, amenities, and location, though very interested in opportunities to collaborate that the center presents.
- **NAMI.** The organization would not be interested within the next year. Perhaps in 2018-2019, depending on interest of the Board of Directors.
- **United Way.** The organization requires an idea of upfront costs necessary to relocate, in terms of build out, interior finishing, and moving. A move-in ready space would make a difference. Price sensitive.

Two organizations, Catholic Community Services and Juneau Community Foundation, expressed limited interest in relocating, but were enthusiastic about collaborative opportunities that might be created with a multi-tenant nonprofit center.

- **CCS.** They are negotiating their lease and would be interested in more affordable rent and a better layout. Interest is dependent on collaborative opportunities with other organizations in the center and on price/space availability.
- **Juneau Community Foundation.** The Foundation is primarily interested in supporting the center rather than relocating to it.

Opportunities for Collaboration

A primary reason for participating in the center for many organizations is the concept of a "one-stop-shop" for social services. This suggests planning for the center must address the implications of particular mixes of tenants. Several organizations are interested in co-location with other social service non-profits primarily because they recognize opportunities for better collaboration and improved services for clients. Some people asked if they could find out what other tenants might be interested in moving to the center, in order to decide whether they share clients or have potential to coordinate with other tenants.

Organizational Needs and Conditions

All organizations interviewed lease their current space. Most leases end March 2018 or earlier or are flexible or month-to-month. Only a few organizations operate under longer term leases, the longest being the Alaska Legal Services lease, which ends in 2020.

Space and Cost Needs

Organizations estimated their space requirements and the amount they would be able to pay for space. Space estimates may not include shared space, while cost estimates are a total for all space. Based on these informal estimates, the 10 most interested organizations would require a total of approximately 19,000 sq. ft. of space, not including shared spaces. They indicated they could pay a total of approximately \$33,000 per month combined for all space, including shared. If Alaska Legal Services, Juneau Charter School, and Polaris House, which have the most constraints on immediate participation, are removed, the remaining seven organizations require approximately 10,000 sq. ft. and can pay approximately \$18,000 monthly combined.

Additionally, if the facility is able to meet space and cost requirements of the Alzheimer’s Resource Center, Big Brothers/Big Sisters, Discovery Southeast, and United Way, these four entities would require an additional 2,500 to 3,000 sq. ft. of space, not including shared space, and could contribute an additional \$4,250/mo. combined.

The tables below summarize timing and space needs, as well as current lease rates, for each organization.

Timeline, Space, and Rate Requirements, Organizations Very Interested in Relocating

	Timeline/Current Lease Details	Approximate Space Requirements (not including shared space)	Current Monthly Lease Rate	Special Needs
Very Interested				
AEYC	Looking/flexible lease	1,200 sq. ft.	\$2,550	
Alaska Legal Services	2020	730 sq. ft.	\$1,320	
American Red Cross	3/31/17?	525 sq. ft.	\$1,200- \$1,500	Storage
AWARE Prevention Program	Flexible	1,500 sq. ft.	\$1,389	
Cancer Connection	2/28/18	300 sq. ft.	\$400-475	
Juneau Charter School	Each fiscal year	8,000 sq. ft.	\$10,000	Kitchen/place for lunch ideally
NCADD	Year to year (fiscal)	Requested (8 staff) – McDowell Group Estimate: 2,000 sq. ft.	\$4,300	
Polaris House	Looking for larger space	2,500-2,800 sq. ft. +	\$4,200	Separate kitchen/conference room
SAIL	2/28/18	2,510 sq. ft.	\$5,650	
UAF Cooperative Extension	3/2017	800-2,000 sq. ft.	\$2,500- \$2,900	Space needs dependent on shared space

Timeline, Space, and Rate Requirements, Organizations Interested or Somewhat Interested in Relocating

	Timeline/Current Lease Details	Approximate Space Requirements (not including shared space)	Current Monthly Lease Rate	Special Needs
Interested				
Alzheimer's Resource Center	2/28/18 (340 sq. ft.) and 3/31/18 (265sq. ft.)	605 sq. ft. +	\$1,700	Many unknowns
Big Brothers/Big Sisters	Flexible	1,200 sq. ft.	\$1,000	Price sensitive
Discovery Southeast	Month-to-month	340 sq. ft. +	\$400	Price, amenity, and location sensitive
NAMI	Month-to-month	450 sq. ft.	\$650	Long-term interest (2018 or 2019)
United Way	2/28/18	500 sq. ft.	\$1,150 +	
Somewhat Interested				
CCS	Negotiating lease	Requested	\$10,000	
Juneau Community Foundation	?	?	\$1,115	Primary interest in supporting project not relocating

Space Composition

Organization representatives were asked about the size and composition of their current space, whether that space is adequate, and what space would be ideal. Most organizations would base their decision to relocate at least partly on the space layout, and several expressed interest in helping to develop a layout that meets their operational needs. Special requirements commonly mentioned include:

- ADA accessible space, including restrooms
- Dedicated space for secure, private records
- Private offices
- Centralized common space
- Separate reception area (could be shared) from private offices
- 24/7 access to the building
- Back up source of power
- Roof access
- Storage space for supplies

Some supplies require substantial storage space and security, including medical equipment, hospital beds, and pharmaceuticals. Organizations would prefer to keep these supplies on site rather than stored at other locations. Some opportunity does exist to share supplies.

Several organizations have space and equipment needs/limitations that are quite specific.

- The Charter School requires large spaces for classrooms, an area for a music room that may create noise, larger (DEC approved) kitchen space, and an eating area for students.
- Polaris House requires a separate (not shared) commercial kitchen and conference room space.

Shared Spaces

Most organizations prefer to operate in their own office/work space, with shared meeting/training rooms, conference rooms, and break room/kitchen. A shared business center is of interest to many organizations, though several have questions about how resources, such as paper, will be shared equitably. Some organizations said they are not be able to share business equipment, such as faxes and printers, for confidentiality reasons.

A common reception area/waiting room is of interest to most but not all organizations, provided client confidentiality can be maintained.

Interest in Shared Office Space/Equipment/Staff

	Very Interested	Somewhat Interested	Not Interested
Shared offices/work space
Shared meeting/training rooms	
Shared business center (copier, printer, fax)
Shared conference room
Common reception/waiting area/information center for community resources
Common break room/kitchen

MEETING/CLASSROOM SPACE

While most organizations are very interested in shared meeting rooms and classrooms, some say they need full-time access to conference and meeting space. Several organizations use classroom and meeting space in the evenings as well. A detailed analysis of classroom and meeting space needs and scheduling will be an important step in determining final feasibility.

Shared Services

Almost all organizations interviewed are interested in shared custodial services. Most are also either somewhat or very interested in sharing audio/visual services, such as videoconferencing or teleconferencing. A shared receptionist/support staff is of interest to most organizations provided confidentiality for clients can be ensured. Most organizations have IT and accounting expertise either on staff or under contract and are not interested in sharing these services. Security services are not of interest to most entities, though some are very interested.

Interest in Shared Services and Staff

	Very Interested	Somewhat Interested	Not Interested
Audio/visual services
Receptionist/support staff
IT services
Security services
Accounting services
Custodial services

Parking

Organizations interviewed (aside from CCS and JCF) anticipate needing a total of approximately 85 parking spaces for staff and clients, with an additional 50-60 spaces available nearby for clients and people attending classes and meetings.

Parking Requirements		
	Number of Designated Parking Spaces	Additional Available Spaces
AEYC	10	5
Alaska Legal Services	4	
American Red Cross	At least 5	
AWARE Prevention Program	8	-
Cancer Connection	1	10
Juneau Charter School	7-10	Short-term drop-off/pick-up area
NCADD	12-15	
Polaris House	At least 7	-
SAIL	18-20	-
UAF Cooperative Extension	3	8-30
Alzheimer's Resource Center	1-2	Evening classes
Big Brothers/Big Sisters	Not available	-
Discovery Southeast	2-3	
NAMI	5-6	-
United Way	4	-
Somewhat Interested		
CCS	40-50	-
Juneau Community Foundation	1-2	-

Location

A central, accessible location is important for the organizations interviewed, though most express some flexibility. Several organizations prefer to be downtown for better access to clients, some prefer a more central location between the valley and downtown, and others benefit from proximity to the hospital. Being accessible by bus is important to nearly all organizations.

Results from this analysis demonstrate keen interest among many Juneau social service nonprofits in relocating to a multi-tenant nonprofit center. Information from this preliminary round of interviews provides a starting point from which to narrow the scope of the project and identify which organizations to follow up with for supplemental analysis. Supplemental analysis will build on information collected in this study to provide detailed information required for center programming and conceptual design. Such information may include office layout and storage preferences for each prospective tenant, conference and meeting/training room space and programming requirements, and a variety of other details that will be needed by UHS and architects.

Once supplemental analysis is complete, design for the building will proceed and construction costs and financing may be completed. At the same time, a lease rate analysis can be developed and commitments from tenants can be secured.

Appendix A - Interview Protocols

UHS Juneau Multi-Tenant Nonprofit Center Survey 2016

Agency _____

Name _____ Position _____

Date _____

Hi, this is _____ with United Human Services of Southeast Alaska. The organization is considering establishing a new multi-tenant nonprofit center here in Juneau. A multi-tenant nonprofit center is a facility where several nonprofits share a combination of resources that may include office or program space, services or staff, and equipment. I would like to ask you a few questions about your interest in such a facility.

1. Does your organization currently operate in physical space adequate to meet its needs? Why or why not?
2. Do you anticipate needing additional or different space over time? Please describe. If so, do you anticipate moving in the future? Why or why not?
3. Are your organization's offices/services in a location that meets the organization's needs? If no, where would you ideally be located?
4. A multi-tenant nonprofit center can coordinate shared services for a variety of organizations, even if those organizations are not physically located at the center. If your organization were not located at the center, how interested do you think you might be in sharing services with other organizations through the nonprofit center, assuming the services would benefit your organization?

Interest in Shared Services through a Multi-Tenant Non-Profit Center

	Very Interested	Interested	Somewhat Interested	Not at All Interested	Don't Know	Notes
Shared Services						

5. Might your organization be interested in sharing physical space with other organizations? Why or why not?
6. Based on what you know now, how would you describe your interest d in relocating to a multi-tenant nonprofit center?

Interest in Relocating to a Multi-Tenant Non-Profit Center

	Very Interested	Interested	Somewhat Interested	Not at All Interested	Don't Know	Notes/Specifics
Relocating						

(If somewhat interested, interested, or very interested in shared service or relocation) United Human Services has contracted with McDowell Group to assess specific interests and requirements for interested nonprofits. A McDowell Group staff member will be contacting you to discuss this idea further. Are there more convenient times/days for them to best reach you? Thank you very much for your time.

If not at all interested. Thank you very much for your time. If you do find you would like more information on the multi-tenant center, please feel free to contact United Human Services.

McDowell Group Juneau Multi-Tenant Nonprofit Center Interview Protocol 2016

Agency _____

Contact name _____ Position _____

Date _____ Ph _____

Interviewer name _____

Hi, this is _____ with McDowell Group. As you are likely aware, United Human Services of Southeast is considering establishing a new multi-tenant nonprofit center here in Juneau and has identified your organization as one that may be interested in such an arrangement. They have asked us to find out more about your organization's interest, needs, and preferences for such a facility.

1. First, could you tell me about the space where (name of organization) is currently located? Is it ... Owned
Leased Donated?
(If they are in multiple spaces, get this information for each space and note whether it is administrative, program, or mixed.)
2. Does your organization currently share space or resources with other organizations? If yes, please describe which entities and the arrangement.
3. How large is your administrative space (square feet/number of offices)?
(If they are in multiple spaces, get this information for each space.)
4. How large is your program space?
(If they are in multiple spaces, get this information for each space.)
5. How large is your storage space?
(If they are in multiple spaces, get this information for each space.)
6. If there are special types of space you need to operate your program, what are they? [probe for accessibility – what are clients' needs]
7. Are your current administrative and program spaces adequate? If not, how is the space inadequate? What kind of space would be ideal?
8. What are your parking needs, including for organization vehicles, employees, and clients? Please not need for accessible parking.
9. How about your location? What are the pros and cons of your current location(s) in Juneau. Are there specific areas of town where you need or would like to be located?

10. Do you anticipate any organizational or program changes in the near future that could affect your space requirements? If yes, please describe these changes.
11. (For those who lease space) . . . When does your current lease end?
12. What is the total current monthly cost for your space? (If admin, program, or storage space are in different locations, try to get costs for each.)
13. Does that include utilities? If not, what is your average monthly cost for all utilities?
14. What parking/access requirements does your organization have?

We are almost done. I am going to ask you some questions about your organization's possible interest in shared resources through a nonprofit center.

15. If your organization relocated to a multi-tenant nonprofit center, which of the following might you be interested in sharing? Would you be very interested, somewhat interested, or not interested in the following?

Interest in Shared Office Space/Equipment/Staff

	Very Interested	Somewhat Interested	Not Interested	Don't Know	Would require own space	Notes/Specifics
Space						
Shared offices/work space						
Shared meeting/training rooms						
Shared business center (copier, printer, fax)						
Shared conference room						
Common reception/waiting area, which could include center for information on community resources						
Common break room/kitchen						

And how interested do you think you might be in sharing services such as the following:

Services and Staff						
Audio/visual services, such as videoconferencing, teleconferencing						
Receptionist/support staff						
IT services						
Security services						
Accounting services						
Custodial services						\

16. Based on what you know now, how interested do you think your organization would be in relocating to a multi-tenant nonprofit center, assuming the rent is affordable and the building is well-managed? (Make note of whether they would relocate all or part of their operations.)

Interest in Relocating to a Multi-Tenant Non-Profit Center

	Very Interested	Interested	Somewhat Interested	Not at All Interested	Don't Know	Notes/Specifics
Relocating						

17. (If interested) If space were available that better meets your needs than your current space, could you potentially pay more for that space than you are paying now?
18. Are there any other considerations regarding a multi-tenant nonprofit center for your organization that we have not yet discussed?