Grant Approval Memo

Trust
Alaska Mental Health Trust Authority

Grantee:	Camai Community Health Center, Inc.
Request Amount:	$700,000.00
Project Title:	Safe Spaces for Healing: Behavioral Health Talking and Safe Room Improvements at Cama'i Community Health Center
Grant Term:	12/1/2026 to 8/1/2027
Trust Staff:	Heather Phelps

Staff Analysis:

- What does this project do?

  Trust funds will support Cama'i Community Health Center's capital project that broke ground July 2026. The request will expand and equip dedicated behavioral health space, add specialized safety, clinical monitoring, and telehealth features, and add privacy, controlled access, and security infrastructure. The project will increase Cama'i's dedicated behavioral health space from 66 to 304 square feet and includes a talking room, the first behavioral health safe/isolation room in Bristol Bay, and a treatment room. The Trust's investment builds on a $9 million secured capital project and provides critical behavior health infrastructure.

- Who is receiving the funds?

  Cama'i, is a community health center and a federally qualified health center serving the Bristol Bay Borough, will receive the funds. Cama'i provides primary care, behavioral health, urgent/emergent care, sexual assault response treatment, medications for addiction treatment, pharmacy, and community based services to the residents of Naknek, King Salmon, South Naknek and the surrounding region.

- Why is staff recommending this project?

  This project represents a one-time capital investment that will create permanent behavioral health infrastructure benefiting Trust beneficiaries for decades. Cama'i served 30 behavioral health patients though 289 visits in 2025 and anticipates serving 40-45 behavioral health patients with the expansion. The Talking room, the behavioral health safe/isolation room, the expanded treatment room, and associated safety improvements will become permanent components of the Cama'i Community Health Center. These components will continue supporting behavioral health assessment, treatment, crisis response, recovery, and telehealth services long after the grant ends. The project will strengthen the behavioral health continuum, which is particularly important in Bristol Bay Borough where geographic isolation, weather, transportation limitations and limited local specialty behavioral health resources can complicate access to higher levels of care.

  Construction began in July 2026 and is expected to be completed in June or July 2027.

- Will this be a multi-year project?

  No, this project is a one-time capital request.

Trust Five Year Funding History
No previous Trust grants.

Comp Plan - Area of Focus	Strategic Priority Area
Area of Focus 2: Healthcare	Priority 3: Treatment & Recovery

Project Description (from grant application)

Cama'i Community Health Center (Cama'i) is requesting $700,000 from the Alaska Mental Health Trust Authority to complete and equip 304 square feet of dedicated behavioral health space within Cama'i's clinic expansion project in Naknek, Alaska. The request includes $433,376 for the behavioral health spaces and the specialized safety, clinical, monitoring, telehealth, and furnishings necessary to make those spaces fully functional; $105,000 for access control; $71,624 for sound dampening; and $90,000 for CCTV/security improvements.

Cama'i has already secured $9 million for the overall expansion, including $6 million in Congressionally Directed Spending and $3 million from the Bristol Bay Borough. Construction began in July 2026 and is expected to be completed in June or July 2027. As the project moved from design into construction, Cama'i worked with its project team to value-engineer the overall scope to remain within the secured funding. During that process, Cama'i deferred several behavioral health-specific components and safety enhancements so the core construction project could continue within available resources.

The Trust investment will allow Cama'i to restore those planned behavioral health components while construction is still underway. Within the $433,376 behavioral health space allocation, Cama'i will complete and equip the dedicated behavioral health environments, including restoring planned panic buttons, specialized behavioral health furniture, barrier-free examination equipment, remote patient monitoring technology, and telehealth equipment that were deferred during value engineering. The additional $105,000 for access control, $71,624 for sound dampening, and $90,000 for CCTV/security improvements will provide the privacy, controlled access, and security infrastructure these spaces require. Trust funds will be used only for eligible work, equipment, and purchases occurring after the Trust award and will not reimburse costs already incurred.

Cama'i is a Federally Qualified Health Center serving the Bristol Bay Borough from its Naknek clinic. Cama'i provides primary care, behavioral health, urgent/emergent care, SART, MAT/MOUD, pharmacy, and community-based services to residents of Naknek, King Salmon, South Naknek, and the surrounding region. In 2025, Cama'i served 963 patients in a borough with approximately 770 year-round residents. During June and July, healthcare demand increases dramatically as commercial fishermen, seafood processing workers, and others arrive for the Bristol Bay salmon season.

Behavioral health infrastructure is particularly limited. Cama'i currently has only 66 square feet of dedicated behavioral health space and no dedicated behavioral health safe room. When the existing behavioral health room is unavailable or not appropriate for a patient's needs, care must occur in standard medical exam rooms not designed for confidential counseling, behavioral health crisis assessment, de-escalation, telehealth consultation, or safe short-term monitoring.

The project will increase Cama'i's dedicated behavioral health space from 66 to 304 square feet, including an 80-square-foot Talking Room, a 115-square-foot Safe/Isolation Room, and a larger, more accessible 109-square-foot behavioral health treatment room within the existing clinic. The Talking Room will provide a private environment for counseling, behavioral health assessment, family meetings, care coordination, and tele-behavioral health services. Sound dampening will protect patient confidentiality and create an environment appropriate for sensitive behavioral health conversations. The Safe/Isolation Room will be the first dedicated behavioral health Safe/Isolation Room in the Bristol Bay Borough. It will serve as a dual-purpose, barrier-free examination and behavioral health safe room where patients experiencing acute behavioral health symptoms can be safely assessed, de-escalated, monitored, and connected with behavioral health consultation or a higher level of care when necessary. Barrier-free examination equipment and remote patient monitoring will allow Cama'i to safely care for patients whose behavioral and physical healthcare needs overlap, while panic buttons, controlled access, and CCTV/security improvements will enhance patient and staff safety.

The larger behavioral health treatment room will provide a more accessible and appropriate environment for ongoing therapy and integrated behavioral health services. Telehealth equipment within the new behavioral health spaces will also expand Cama'i's ability to connect patients with behavioral health specialists who are not consistently available locally.
Cama'i's current utilization demonstrates the need for this infrastructure. In 2024, Cama'i served 52 clinic-based behavioral health patients through 261 visits. In 2025, 30 behavioral health patients accounted for 289 visits. Cama'i also managed 12 behavioral health crisis encounters in 2025, including four patients who required transfer to a higher level of care. In addition, during the initial implementation of Cama'i's school-based behavioral health program, 31 of 106 students received formal school social work support, including 18 students receiving ongoing services. These students are separate from Cama'i's clinic-based behavioral health counts.

The project will primarily benefit Trust beneficiaries experiencing mental illness and substance use disorders, including individuals with co-occurring conditions, as well as beneficiaries experiencing dementia, Alzheimer's disease, or cognitive impairment who may require a safe and appropriate environment for assessment and monitoring. The overall expansion is well underway under the leadership of Project Manager Steve Fishback, Northwind Architects, and F&W Construction. Because construction will continue through June or July 2027, there is time following the anticipated Trust award to incorporate these deferred behavioral health components into the remaining work. The Trust's investment therefore builds on a $9 million secured capital project already moving forward while ensuring the behavioral health portion is completed with the privacy, safety, accessibility, technology, and specialized equipment needed to appropriately serve Trust beneficiaries in the Bristol Bay Borough.

Note: Cama'i did not apply for year one RHTP funding because the project may not have met the required June 30, 2027 expenditure certainty when it was open for application. Construction was not an allowable use, and we were still in the project's value engineering process at that time. The next RHTP funding cycle, eligible use, and timelines are not yet known.

Grantee Proposed Evaluation Measures (from grant application)

Cama'i Community Health Center will evaluate the success of this project by measuring how dedicated behavioral health infrastructure transforms the delivery of behavioral health services, improves access to care, increases service capacity, enhances patient and staff safety, and strengthens the behavioral health continuum of care for Trust beneficiaries. Data will be collected through Cama'i's electronic health record (EHR), scheduling records, telehealth utilization reports, room utilization logs, incident reports, patient satisfaction surveys, and quality improvement monitoring.

How much did you do? Cama'i will measure the number of Trust beneficiaries receiving behavioral health services; total behavioral health visits; utilization of the new Talking Room, Safe/Isolation Room, and expanded behavioral health treatment room; telehealth behavioral health consultations; behavioral health crisis assessments utilizing the Safe/Isolation Room; school-based behavioral health referrals; coordinated care meetings with community partners; and behavioral health and wellness activities conducted with organizations such as SAFE. Using current utilization as a baseline, Cama'i's main clinic served 30 behavioral health patients through 289 visits in 2025. During the first full year of operation, Cama'i anticipates serving 40–45 behavioral health patients, providing 325–350 behavioral health visits, completing at least 50 tele-behavioral health consultations, and documenting all crisis encounters requiring use of the Safe/Isolation Room.

How well did you do? Cama'i will evaluate quality by measuring patient experience, timely access to care, safety, and operational performance. Goals include: 90% of behavioral health patients reporting they received services in a private, safe, and respectful environment; 90% of scheduled telehealth behavioral health appointments completed without cancellation due to lack of appropriate clinical space; 95% of patients requiring behavioral health crisis assessment evaluated in dedicated behavioral health space rather than a standard medical exam room; 100% of behavioral health counseling, crisis assessments, and telehealth visits requiring confidential space occurring within dedicated behavioral health treatment areas; reducing the average time from referral to the first available behavioral health appointment by 20% during the first year of operation; improving the average time from patient presentation to behavioral health assessment; and completing the project on schedule and within budget.

Is anyone better off as a result of this project? Trust beneficiaries will experience improved access to behavioral health services delivered in environments specifically designed for counseling, crisis response, recovery, and telehealth. Cama'i will measure increased behavioral health utilization, improved patient and staff satisfaction, increased coordination with community partners, reduced reliance on standard medical exam rooms for behavioral health care, increased local stabilization of behavioral health patients before discharge or transfer, increased use of telehealth specialty consultation, and the number of behavioral health crises safely managed within the Safe/Isolation Room. Cama'i will also evaluate the project's impact on coordination between clinic-based behavioral health services and its expanding school-based behavioral health program.

Collectively, these measures will demonstrate that the Trust's investment transforms Cama'i from adapting standard medical space for behavioral health care to delivering behavioral health services in

dedicated, purpose-built environments designed for treatment, crisis response, recovery, and telehealth. The project will increase behavioral health capacity, improve timely access to care, enhance patient and staff safety, strengthen coordination across the regional behavioral health system, and expand the continuum of care for Trust beneficiaries throughout the Bristol Bay Borough.

Proposed Project Performance Measures (developed by the Trust)

Provide a narrative describing the activities, timeline, successes, challenges, and lessons learned during the expansion of the behavioral health space within the Cama'i clinic expansion project. Be sure to include electronic before-and-after photographs of the expanded spaces (talking room, behavioral health/isolation room, treatment room), as well as photographs of the safety upgrades, clinical monitoring, and telehealth equipment. Additionally, please provide a final list of funders for the overall expansion project.

Sustainability (from grant application)

This project represents a one-time capital investment that will create permanent behavioral health infrastructure benefiting Trust beneficiaries for decades. The Talking Room, Safe/Isolation Room, expanded behavioral health treatment room, and associated safety improvements will become permanent components of Cama'i Community Health Center and will continue supporting behavioral health assessment, treatment, crisis response, recovery, and telehealth services long after the grant period ends.

Cama'i has secured $9 million toward the overall expansion project through $6 million in Congressionally Directed Spending (CDS) funds and $3 million from the Bristol Bay Borough, demonstrating substantial community investment and financial commitment. The requested $700,000 from the Alaska Mental Health Trust Authority will restore critical behavioral health infrastructure removed during value engineering, including panic buttons, electronic badge-controlled access, perimeter security enhancements, remote monitoring technology, telehealth equipment, barrier-free examination equipment, and specialized behavioral health furnishings.

Upon completion, all ongoing operating expenses, including utilities, maintenance, technology support, equipment replacement, and routine repairs, will be incorporated into Cama'i's annual operating and capital budgets. Behavioral health services delivered within these spaces will continue to be supported through patient service revenue, third-party reimbursement, federal funding, and other grants supporting behavioral health programming. Cama'i also intends to pursue additional philanthropic funding opportunities, including the Rasmuson Foundation, to supplement future equipment purchases as needed.

Cama'i has demonstrated the capacity to successfully complete and sustain capital improvement projects. Most recently, the organization completed a $516,000 clinic renovation on schedule, including construction of a new reception area, upgraded lighting, replacement flooring, and new clinic furnishings. The current expansion project is progressing as planned under the leadership of Project Manager Steve

Fishback, Northwind Architects, and F&W Construction. Construction began in July 2026, with dry-in anticipated by October 25, 2026, and occupancy expected in June or July 2027, demonstrating Cama'i's ability to complete complex capital projects on time and within budget.

Because this request supports permanent behavioral health infrastructure rather than ongoing operations, the Trust's one-time investment will create lasting improvements in behavioral health access, crisis response, treatment capacity, telehealth services, and patient safety. These improvements will strengthen the behavioral health continuum of care and continue benefiting Trust beneficiaries throughout the Bristol Bay Borough for many years.

Who We Serve (from grant application)

The primary Trust beneficiaries for this project are individuals experiencing mental illness and individuals with substance use disorders, including those with co-occurring conditions. This includes individuals experiencing acute behavioral health symptoms such as severe emotional distress, psychosis, suicidal ideation, or other behavioral health crises who may require immediate assessment, de-escalation, behavioral health consultation, short-term monitoring, or coordination of transfer to a higher level of care. The project will also benefit Trust beneficiaries experiencing dementia, Alzheimer's disease, and other cognitive impairments when their condition results in acute confusion, agitation, behavioral changes, or other symptoms requiring a safe environment for assessment and monitoring.

Cama'i currently has only 66 square feet of dedicated behavioral health space and no dedicated behavioral health safe room. When existing behavioral health space is unavailable or inappropriate for a patient's needs, behavioral health encounters must occur in standard medical exam rooms. These rooms were designed for medical examinations and are not optimal for psychotherapy, behavioral health crisis assessment, de-escalation, safe monitoring, family involvement, or tele-behavioral health consultation. For a Trust beneficiary experiencing an acute behavioral health crisis, the physical environment can directly affect privacy, dignity, safety, and the ability of clinical staff to appropriately assess and support the patient.

The project will establish the first dedicated behavioral health Safe/Isolation Room in the Bristol Bay Borough. The 115-square-foot room will provide a secure, lower-stimulation, medically supported environment for individuals experiencing acute behavioral health symptoms. It will benefit Trust beneficiaries needing assessments, de-escalation, short-term monitoring, tele-behavioral health consultation, and coordination of appropriate discharge or transfer. In addition, it will support beneficiaries experiencing substance use withdrawal. Specialized equipment, including a barrier-free examination table and remote monitoring technology, will allow the room to safely accommodate patients whose behavioral and physical healthcare needs overlap. Restored safety features, including panic buttons, electronic badge-controlled access, and security enhancements, will further improve safety for beneficiaries and the staff caring for them.

The Safe/Isolation Room will also provide a more appropriate environment for Trust beneficiaries experiencing dementia, Alzheimer's disease, or other cognitive impairment when symptoms such as

confusion, agitation, behavioral changes, or risk of harm require a quieter, safer setting for assessment and monitoring. Cama'i currently serves patients with dementia and Alzheimer's disease, and the new space will improve the clinic's ability to respond when these patients experience acute changes in behavior or cognition. The room will also be designed and equipped to safely accommodate other complex medical and behavioral presentations that may occur in the community, even though those conditions are less common. This flexibility is particularly important in a rural setting where Cama'i must be prepared to respond to a broad range of patient needs while specialty or higher-level care may require travel outside the region.

The project will also directly benefit Trust beneficiaries who need ongoing, non-crisis behavioral health care. An 80-square-foot Talking Room will provide a confidential setting for behavioral health conversations, assessment, family involvement, care coordination, and tele-behavioral health consultation. Cama'i will relocate its existing behavioral health treatment space from its current 66-square-foot room to a larger, more accessible 109-square-foot room, improving the environment for psychotherapy and ongoing behavioral health treatment. Together, the three spaces will increase Cama'i's dedicated behavioral health capacity from 66 to 304 square feet and provide distinct environments appropriate for different levels of behavioral health need.

The project also serves children and adolescents experiencing behavioral health needs. Cama'i's school-based behavioral health program provides an early point of identification and intervention. During the program's initial implementation, 31 of 106 total students received formal school social work support, including 18 students who received ongoing services. These students are separate from Cama'i's clinic-based behavioral health patient counts. The expanded clinic capacity will provide an appropriate pathway for youth who need behavioral health assessment, treatment, telehealth consultation, or other services beyond what the school can provide and will strengthen coordination among the School Social Worker, Cama'i behavioral health providers, students, and families.

Trust beneficiaries will be better off as a result of this project through several specific improvements:

- Improved safety, privacy, and dignity through access to spaces specifically designed for behavioral health care rather than reliance on standard medical exam rooms.
- Safer crisis assessment and de-escalation through the first dedicated behavioral health Safe/Isolation Room in the Bristol Bay Borough.
- Timelier access to behavioral health expertise through telehealth capability connecting patients with specialists who are not consistently available locally.
- Safer monitoring while the appropriate disposition is determined, including when a patient must await consultation, discharge planning, or transfer to a higher level of care.
- Improved access to ongoing psychotherapy and treatment through a larger, more accessible behavioral health treatment room.

- More appropriate care for beneficiaries with dementia or cognitive impairment through a quieter, safer environment for assessment and monitoring when confusion, agitation, or behavioral changes make a standard medical exam room inappropriate.
- Earlier intervention and stronger continuity of care for youth, connecting school-based behavioral health support with clinic-based services when additional care is needed.
- Improved coordination of care among Cama'i's medical and behavioral health providers, families, school-based services, SAFE, and other community partners.

These benefits are particularly important in the Bristol Bay Borough, where geographic isolation, weather, transportation limitations, and limited local specialty behavioral health resources can complicate access to higher levels of care. By establishing the Borough's first dedicated behavioral health Safe/Isolation Room while expanding confidential treatment and telehealth capacity, Cama'i will address a critical gap in the local system of care and provide Trust beneficiaries with safer, more appropriate behavioral health services close to home.

Estimated Numbers of Beneficiaries Served Experiencing (from grant application)

Mental Illness:	61
Developmental Disabilities:	3
Alzheimer's Disease & Related Dementias:	2
Substance Abuse	20
Secondary Beneficiaries (family members or caregivers providing support to primary beneficiaries):	154

Project Budget (from grant application)

Space or Facilities Costs	$433,376.00
Space or Facilities Costs (Other Sources)	$9,000,000.00
Space or Facilities Narrative	$433,376: Construction and build out of 304 square feet of dedicated behavioral health space, including the new 115-square-foot Safe/Isolation Room, 80-square-foot Talking Room, and the relocation and expansion of the existing behavioral health treatment room to 109 square feet. Trust funds will support eligible construction and facility costs incurred after the grant award to complete these dedicated behavioral health spaces as part of Cama'i's larger clinic expansion project.

Equipment Costs	$266,624.00
Equipment Costs (Other Sources)	$0.00
Equipment Narrative	$266,624: Safety, security, and privacy improvements for the dedicated behavioral health spaces, including $105,000 for electronic access controls, $90,000 for CCTV/security improvements, and $71,624 for sound dampening. These

	components were deferred or scaled down during value engineering and will be restored to support patient and staff safety, controlled access, privacy, and confidentiality within the new behavioral health spaces.

Other Funding Sources (from grant application)

Bristol Bay Borough, SECURED	$3,000,000.00
Congressional Directed Spending - Murkowski appropriation, SECURED	$3,000,000.00
Congressional Directed Spending - Murkowski appropriation, SECURED	$3,000,000.00
Total Leveraged Funds	**$9,000,000.00**