

**1. Provide information on the type of services that could be added to the Campus. Respondents do not need to have expertise in all program or service areas.**

**Transportation**

While there are two bus routes that serve the Franklin Park and current LSH Campus, many employees and individuals who utilize LSH Services rely heavily on the Shattuck Shuttle which operates during weekdays from 5:40 am to 11:40 pm. This resource has been of great value as it is a free service and brings people directly to and from Forest Hills MBTA Station to the Campus. Given that the site will continue to provide critical services and low threshold housing to many of the Commonwealth's more vulnerable citizens who are very poor, continuation of such a service may be very helpful.

Such a service may also be of benefit to community members going to Franklin Park and serve dual purposes of offering access from the local T in an integrated, inclusive manner for everyone.

**Security**

Many of the program services that will remain on site have valued the supports of the DPH Police as an essential safety resource to services in the event of a very serious incident, monitoring building access, and looking out for all on the grounds. We hope that future plans include consideration of such supports on behalf of services that will remain on the campus. This will bring continuing benefits to service recipients, employees, new tenants, and neighbors/community members who make use of this space.

**Parking**

Parking will be a vital resource for those who work, visit, and participate in services. Current features of parking that allow for sufficient spaces for people requiring handicap accessibility, an area for safe drop of and pick up of people who are coming by The Ride, larger vans, Chair Cars, or ambulances will similarly be necessary. Continuing services for parking area maintenance (snow removal, sanding icy areas, and good lighting) will be important to optimize safety for all stakeholders.

**Innovative food services**

Currently, the majority of the programs that will remain on the campus rely on Food Services provided through the LSH based cafeteria and food service. There will still be a need for such services, and we encourage consideration of food service opportunities that can continue to offer healthy selections at an affordable price. Additionally, Bay Cove's detox service, Andrew House Boston, will continue to need delivered meals to our new location on campus. It is likely that other residential treatment services offered by Victory Programs, High Point, and Pine Street Inn will also continue to rely on such services.

In designing food services space, we recommend that the space include a commercial kitchen, and dining space that has a design that optimizes potential community needs and connections, and that can serve as a multipurpose room that can provide space for community meetings, Recovery/Peer Support Meetings (such as 12 Step and other peer support meetings). If the design can offer more space that has the appearance and feel of a comfortable local restaurant (in contrast to a more traditional hospital or school cafeteria space), this may bring an added benefit of attracting community neighbors to patronize the space and provide for more community integration.

We also recommend that more affirmative consideration be given to a business that will provide training and employment opportunities to individuals whose experiences have aligned with DPH's long term mission. Such businesses may be a social enterprise, a mission focused business, or a traditional business that agrees to partner with a provider of such services. Examples for consideration include the Haley House Bakery & Café ([www.haleyhouse.org](http://www.haleyhouse.org)), Pine Street Inn's ICater service ([www.icaterboston.com](http://www.icaterboston.com)), or include a Recovery Café (check out one Seattle based café [www.recoverycafe.org](http://www.recoverycafe.org) and [www.recoverycafenetwork.org](http://www.recoverycafenetwork.org)). BSAS has been able to provide some funding to develop Recovery Café's in the past two years, and potentially may be able to offer such resources for this site, if their budget allocations allow. Given the nature of recovery based services on campus, we recommend that the operation not serve alcohol and remain a safe and welcoming community space for all stakeholders.

### **Design for permanent housing**

Consider design and architectural features for new housing developed for formerly homeless individuals that promotes community and connectedness and ready access to needed supports. The Skid Row Housing Trust ([www.skidrow.org](http://www.skidrow.org)) in Los Angeles has built successful very low threshold permanent housing that is beautifully designed and is an example of innovative housing that promotes connectedness, health, safety, and wellness.

### **Medical Services**

Ideally, having a small medical service on campus that can offer primary care and Walk In/ Urgent Care capacity is ideal. Having this service be capable of doing routine labs will assist remaining services that have relied on the lab. Perhaps a local hospital or Community Health Center can set up such a service in the building that will house some of Treatment and Recovery Supports (i.e. Gill Clinic, Andrew House, High Point 's Section 35 Unit, HCRC's MAT program, etc.). A flexible model, such as the one that Boston Health Care for the Homeless Program offers at many shelters may be a service design to consider. While having a pharmacy would be an extraordinary resource, a relationship with a pharmacy with 7 day and evening delivery services can be a reasonable substitute.

Also, the continuation of opioid treatment through an opioid treatment center would provide the added benefit of bringing on site access to the federally approved medications (i.e. methadone, buprenorphine, and naltrexone) for substance addiction. This would support the State's goal for increased access to treatment on the campus and for community neighbors

### **Residential Recovery Homes**

There are insufficient Residential Recovery beds to support people in their recovery from Substance Use Disorders. Adding additional capacity would benefit those individuals waiting for such lifesaving services.

### **Dedicated space for observance of faith/spirituality/reflection**

The Shattuck Chapel and Chaplain have offered safe, welcoming, comforting space and relationships that respect that spiritual lives of many individuals in the LSH community. We recommend that there be some space that is created in the new campus that supports such sacred space for connection, respectful observance, and spirituality for all community members.

### **Opportunities for Community Integration**

- Café and/or restaurant can serve formerly homeless individuals in new housing, their friends & family, employees, and community members. This may be appealing to visitors of Franklin Park.
- Walk in Clinic/Urgent Care Center may be of benefit to local community members.
- Having space for community meetings such as those hosted by the Franklin Park Association, 12 Step and Recovery Support Groups, a Community Speaker Series (potentially featuring Thought Leaders in Public Health) that can generate a following amongst people living, working, and coming to the campus for services, as well as interested community members in surrounding Boston neighborhoods & communities (Roxbury, JP, Mattapan, etc.).
- Host a donation site (potentially as part of the Café) that invites people to bring clothing, books, etc. that can be shared with people in need.
- Host events monthly that can be enjoyed by campus residents, visitors, and neighbors alike – such as a community yard sale, local musical performers (consider inviting Berklee College of Music, local artists, poets, etc.), free movie and popcorn, Flu shot clinics, low or no cost pet vaccinations, community Arts Show where art work can be featured in the Café and Community Spaces, Seasonal Farmers' Market, etc.

2. Describe any specific issues that would deter or encourage an organization from partnering with the Commonwealth.

**Deterrents to partnership**

- Insufficient funding and resources to make partnerships for agencies' providing services sustainable .
- Stigma (for potential business partners)
- For new business developments, there are risks associated with establishing new business venues – will there be enough income brought in so that businesses (medical services, food services, café, etc.) can be successful. The State can consider the option to offer low cost financing or other incentives to businesses that will bring value to future campus services, housing, and mission

**Conditions that encourage partnerships**

- Ease of siting
- EOHHS commitment to continue to support costs of rent, facility care, utilities, campus services
- Mission centric principles that have been established through EOHHS to date that recognize shared interests and values to utilize the land and dedicate continuing resources to bring critically needed permanent housing, health care, treatment, and innovative harm reduction supports for many of the Commonwealth's most vulnerable and marginalized citizens. We have an opportunity to be part of an intentional community that can mitigate deleterious impacts of SDOH and complex health conditions. Franklin Park and the Emerald necklace are extraordinary and desirable greenspace, and offer a beautiful place for people to live, heal, work, and come together in a welcoming, inclusive community.
- Seek input and feedback from people who receive services and advocates to optimize learning from these essential stakeholders. They will bring invaluable perspectives that can richly inform planning, future space, and requisite resources that enhance recovery, connections, and community integration. Advocates can include members of NAMI, MOAR, The Transformation Center, etc.

### 3. Identify what steps an organization would need to take to partner with the Commonwealth and a rough timeline for these steps.

- Adequate time for planning
- Input into design features and layout that promote successful mission of specific treatment and service programs that will remain on campus (safety, privacy, operations, regulatory requirements for medications, medical treatment rooms, bedroom size, # of bathrooms, intake space, meeting rooms, counseling space, accessibility, air quality, etc.)

- Ensure that existing building and services are well maintained while new construction is ongoing
- Commitment to communication regarding plan and changes that occur with timeframes
- Commitment to complete new construction, schedule program moves, accomplishes eventual demolition and cleanup of current properties in a manner that ensures for safety for all stakeholders and that minimizes disruptions for existing services

#### 4. Describe what resources, including funding and financing models, are necessary to enable a partner(s) to finance the design, permitting, leasing, and construction of the project and ongoing management of the site.

- Accessible Project Manager that oversees planning and implementation process and communicates to all stakeholders
- Project Manager who is (or becomes) knowledgeable about essential needs of existing services, so that there are planful communications and methods to safely accommodate both anticipated and unanticipated disruption in critical services (water, heat, electricity, communication lines, etc.) during all phases of construction.
- Full maintenance of existing buildings while new sites are in construction
- Provision of requisite security, facility, housekeeping, kitchen services, etc., following the move of inpatient and administrative staff and services to their new site.
- Please explore if any of the Casino and the Legalized Marijuana tax revenues that are prioritized for Public Health can be earmarked for the Shattuck community.
- Should the AG's lawsuit against pharmaceutical companies involved in opioid marketing bring resources to the Commonwealth, this will be one of many SUD/Recovery sites that would welcome such benefit.

