

Respondent:

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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.

As a current service provider on the Lemuel Shattuck Hospital Campus, **Pine Street Inn, Inc. (PSI)** applauds the Commonwealth's commitment to ensuring the present services continue. PSI operates both an emergency homeless shelter and shelter-based Structured Outpatient Addictions Program (SOAP) onsite. There is a high need for these services in the community, and **PSI expects to remain an integral partner on the campus.**

Redevelopment of the Shattuck Campus provides an unprecedented opportunity to create a person-centered, integrated public health and wellness community. In addition to the current programs, the following services should be explored:

PSI Housing –

- Homeless Shelter (a new shelter facility, downsized due to new permanent supportive housing available)
- Substance Addiction Treatment Programs 1) Enhanced Residential Co-Occurring Services beds 2) Transitional Support Services (TSS) beds, [30-90 day programs]
- Safe Haven (DMH program for chronically homeless, seriously mentally ill persons)
- VA Grant Per Diem (low demand transitional housing for Veterans)
- Permanent Supportive Housing for Chronically Homeless Persons (**minimum 150 units**)
- Low Income Housing for Non-Chronic, Formerly Homeless Persons

Pine Street Inn (PSI) has been serving Boston's homeless and chronically homeless individuals through its wide-ranging continuum since 1969. During these five decades, it has grown to become the largest nonprofit homeless services agency in New England, serving 1,600 men and women daily at 40 locations throughout metropolitan Boston. PSI currently operates four shelters (including the Shattuck Shelter) with 640 emergency shelter beds. This experience supports PSI's conclusion that adding permanent and other types of supportive housing to this campus would permit the **reduction of the current shelter beds from 130 to 80**. The need for these services is undeniable; the 2018 Boston Homeless Census recorded **2,341** single adults experiencing homelessness on a single night in January.

PSI's shelter-based Structured Outpatient Addictions Program (SOAP) serves **54** men with intensive treatment and support services. The present and increasing need for more comprehensive addiction services warrants the addition of **12** Residential Co-Occurring Services beds, and **30-50** Transitional Supportive Services beds. These 30-90 day programs will promote reduced relapses and prevent recidivism to homelessness. Pine Street Inn is a licensed Department of Public Health Substance Use Treatment provider, assisting individuals with histories of chronic substance use and homelessness to find recovery and stability. PSI's treatment approach is holistic, incorporating social and emotional skill building, linkages to medical services, and the promotion of wellness skills as essential to recovery.

Pine Street Inn operates three DMH Safe Havens and one low demand VA Grant and Per Diem (GPD) program. Low demand housing models are particularly effective in engaging people with persistent mental health conditions and in transitioning them to permanent housing, and would be a logical addition to the campus. A **12-bed** Safe Haven and **15-bed** GPD program provide projects of sufficient size for viability, with significant expansion to current availability.

PSI's offers over 850 permanent supportive housing units for chronically homeless persons and non-chronic formerly homeless persons. The addition of permanent supportive housing to the campus is crucial. At present, **17,097** single individuals claiming the Homeless Priority are on at least one active waiting list (public housing or Section 8) for Boston Housing Authority housing.

Proposed Permanent Supportive Housing Services at Shattuck Campus –

- Connection to Primary Care and Specialty Medical Services
- On-going Behavioral Health Assessment as Needed
- Connection to Mainstream Benefits and Income Sources
- Group Adult Foster Care
- Activities of Daily Living Support
- Transportation
- Security
- Employment Search and Support
- Financial Literacy
- Mindfulness
- Community Kitchen
- Wi-Fi Access

- Rooftop Gardens, as well as Open-Space Programming
- Club House/Day Center
- Administrative Office Space
- Parking for Program Staff and Program Vans

The hallmark of effective permanent supportive housing is individualized **Supportive Case Management**. Housing support services for chronically homeless individuals should tailor offerings to the needs of long-term stayers, high utilizers of emergency services, and those who are transitioning directly from the street. Housed tenants will need case management services that include assistance with mainstream benefits, legal issues, financial assistance such as representative payees, budgeting skill development and other activities of daily living, as well as assistance in accessing adult basic education, employment search, job readiness, job training, job placement programs, and opportunities for open space recreation.

Other Housing –

- Respite beds for individuals who do not meet criteria for inpatient hospitalization but are not yet ready to return to their own housing or an emergency shelter given their medical needs
- Behavioral Health/Stabilization inpatient transitional beds
- Transitional housing for young adults aging out of foster care
- Assisted living for older adults and mixed income senior housing

Outpatient Clinic –

- Detoxification Services
- Medication Assisted Treatment
- Recovery and Wellness Groups
- Pharmacy Services

An integrated public health campus will need an outpatient clinic to provide for many wrap-around needs, including detox services for initial treatment and relapse-prevention, substance addiction groups for persons in recovery, and pharmacy services to meet medication needs.

Social Enterprise –

- Training Space/Administrative Office Space
- Laundry
- Food Services (including a market and/or café)
- Facilities Management
- Landscaping
- Cleaning/Janitorial Services

- Doggie Day Care/Pet Grooming

Pine Street Inn has operated a very successful, financially independent food services social enterprise, iCater, for nearly 20 years. The needs of the campus lend itself to the creation of a variety of social enterprise opportunities.

Community Amenities –

- Health and Wellness Center (wellness clinics, gym, rock climbing wall, yoga, running club, and other fitness classes)
- Community Center (computer lab, meeting facilities, art and performance space)
- Child Daycare
- Therapeutic Gardening

In order to create a real sense of community, it will be necessary to offer amenities to enhance the experience for residents and public health workers employed onsite.

Cohesive Collaboration –

Pine Street Inn, Inc. is pleased to be work in close collaboration with the following entities to provide an innovative, evidence-based behavioral health treatment response including the current services offered and others which could augment the current offerings:

- **The Community Builders**
- **BayCove Human Services**
- **Boston Health Care for the Homeless Program**
- **Boston Medical Center**
- **Victory Programs**

Members of this partnership are in discussion and plan to work together (along with other partners to be named later) to create an integrated public health campus.

Green Space –

- Landscaping
- Community Garden
- Community Greenhouse
- Physical Recreation Activities

Some green space areas will provide the benefits of nature and outdoor exploration, with the opportunity to add natural boundaries with landscaping. In recent years, the body of literature is growing

substantially demonstrating the wide array of health benefits from nature, especially in the cardiovascular and immune systems, and for stabilizing and improving mood and cognition.

Possible natural world programming for guests/clients/tenants served by Pine Street Inn at the Shattuck Campus include horticultural therapy, forest therapy, and walking groups. Staff integrate activities into individual care/housing plans, which are coordinated in conjunction with local partners.

The Community Builders (TCB) has extensive experience in planning and including green space in affordable housing developments. With recent projects in Westport, Jamaica Plain, and Northampton, their work has included **set-asides for passive recreation use**, environmental remediation, and a linear park. Their project on the site of the former Northampton State Hospital is a comparable site to the

Shattuck Campus, with 126 acres. TCB's involvement in the Master Plan focused on the construction of 73 affordable rental units constructed in two phases. Scenic walking trails surround the property along the Mill River, with access to a bicycle trail, **community gardens**, and the Smith College campus.

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

Since its inception in 1969, Pine Street Inn has collaborated with the Commonwealth on a variety of initiatives. Pine Street Inn has a history of successfully administering government contracts at the federal, state and local levels. Currently, approximately **58%** of PSI's revenues are sourced from government contracts, including 11 contracts with a value of approximately \$8M with the City of Boston and Balance of State Continuum of Care. In addition, PSI administers over 20 other contracts, including Commonwealth of Massachusetts' agencies, and the US Departments of Veterans Administration and Housing and Urban Development. PSI's staff has participated in new Request for Responses, timely submitted renewal applications, monthly and quarterly bills to government agencies for ongoing funding and overall has developed long-term relationships with contracting agencies and personnel.

With this wealth of experience, PSI would like to suggest the following:

- Flexible, blended contracting between divisions within MA Departments – for example DPH's Bureau of Substance Addiction Services and Bureau of Community Health and Prevention

- Further, extend this option among the MA Departments of Housing and Community Development, Public Health, Mental Health, Veterans Services, and other EOHHS-based agencies
- Staffing needs to be determined and proposed by possible vendors
- A **99**-year lease will be needed to secure long-term financing needed for this redevelopment

Pine Street Inn intends to partner with the state and private developers to redevelop the Shattuck Campus Site. Specifically to construct a smaller homeless shelter, shelter-based substance addiction program, at least **150** units of permanent supportive housing for chronically homeless persons, and other amenities and infrastructure which will support the shared goal of improving public health.

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

Pine Street Inn will first remain fully engaged in the RFI and community involvement process to ensure a thorough understanding of the possible development parameters, needs, and expectations of all interested parties.

Once the Commonwealth releases an RFP and holds a bidders conference, the process will begin. PSI would expect a response period of at least three months, more if the RFP requires a complex response. PSI would also expect preference for current service providers to continue their offerings.

The Shattuck Campus presents a unique opportunity to create modern energy efficient structures to house an array of program responses focused on ending homelessness. The foundation of these programs will be current best practices within the context of the surrounding Franklin Park setting.

In particular, Pine Street Inn is interested in creating a plan to build a single, multi-floor structure to include a small emergency homeless shelter, shelter-based substance addictions treatment program, and at least **150 units of permanent supportive housing for chronically homeless persons**. Response to the RFP will likely include adapting our vision to meet the RFP specifications; establishing Memoranda of Agreement/Understanding with potential partners; a preliminary timeline to complete various activities; preliminary budget and possible funding sources.

While specific timeframes will vary by activity, the following chart details general expectations:

	0-6 months	6-12 months	12-18 months	18-24 months	24-36 months & beyond
Securing Partners & Private Developers	Partnership established				
Respond to Commonwealth's RFP	Lead real estate developer to coordinate RFP				Capital and operating funding committed
Planning & Securing Financing			DHCD, FHLBB, LIHTC and other construction and operating sources secured	Ongoing reporting to funders	Ongoing reporting to funders
Design and Review	Architect selected, Site Design begins	Design planning for specific agencies/programs and shared amenities			
Community Process	Community Engagement starts and continues throughout all phases of the planning of Campus redevelopment				
Site Leasing DCAMM	Master Lease process begins	Master Lease Executed			
Site Due Diligence		Environmental Testing			

	0-6 months	6-12 months	12-18 months	18-24 months	24-36 months & beyond
		DCAMM documentation of existing infrastructure			
Zoning & Permitting	Zoning and permitting analysis		Zoning and permitting achieved		
Construction					Construction start
Lease Up and Property Management					Post construction completion

Post award, PSI will move quickly to finalize partnerships and begin to secure funding. While the schedule above anticipates staggered construction, a real estate developer(s) with sufficient resources would be able to accelerate the timeline with concurrent construction.

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.

An undertaking of the magnitude of this development will require significant investment from among the public sector, private sector, and nonprofits. The project needs public funding for both construction and operations. Likely sources include:

Construction –	
<i>Massachusetts</i>	Affordable Housing Trust Fund (AHTF) Center for Community Recovery Innovations (CCRI) Community Based Housing (CBH) Facilities Consolidation Fund (FCF) Housing Innovations Fund (HIF) Housing Stabilization Fund (HSF) HOME Investment Partnerships Program (HOME) Low Income Housing Tax Credits (LIHTC) Massachusetts General Obligation Bonds National Housing Trust Fund (NHTF)

	New Market Tax Credits
<i>Boston</i>	Community Development Block Grant (CDBG) HOME Investment Partnership Program (HOME) Housing 2030 Neighborhood Housing Trust
<i>Private</i>	FHLBB Affordable Housing Program Institutional Giving from Individuals, Corporations, and Foundations Permanent Loan from a Conventional Lender

Operations –	
<i>Federal</i>	VA Grant Per Diem
<i>Massachusetts</i>	Affordable Housing Voucher Program (AHVP) HUD 811 Program Massachusetts Rental Voucher Program (MRVP) Section 8 Project Based Vouchers Community Support Program for People Experiencing Chronic Homelessness (CSPECH) Department of Housing and Community Development Department of Mental Health Department of Public Health Department of Veterans Services Home and Healthy for Good Housing Preservation and Stabilization Trust Fund (HPSTF) HUD Emergency Solutions Grant (ESG)
<i>Boston</i>	HUD Continuum of Care (CoC) rental subsidies HUD Emergency Solutions Grant (ESG)
<i>Private</i>	Accountable Care Organizations Institutional Giving from Individuals, Corporations, and Foundations