

- **Preamble**

Alameda Point Collaborative (APC) is developing the Alameda Senior Housing and Wellness Center (Wellness Center) in Alameda, California. The Wellness Center is a medically-oriented campus that will serve a highly vulnerable and frail subset of the homeless population with complex care needs in Alameda County, California. The Wellness Center embraces the principle that everyone deserves access to high-quality health care, stable housing, and end-of-life care in a dignified environment. The project will promote client choice and healing within the context of compassionate and respectful relationships.

The Wellness Center will co-locate senior housing, medical respite, primary care and supportive services:

Center Program	Units/Service	Characteristics of Homeless Persons Served
Senior Permanent Supportive Housing	90 units	Alameda County residents ages 55+ with medically complex conditions 100% older adults
Medical Respite	50 beds	Alameda County residents upon discharge from East Bay hospitals or in need of recuperative care: 50% older adults (anticipated)
LifeLong Medical Care: FQHC Primary Care	Primary Care: Medical and Behavioral Health Care	Wellness Center clients
Resource Center	Support & linkages to resources	City of Alameda residents who are homeless or at-risk of homelessness

APC has been awarded conditional conveyance and gained site control of a 3.6-acre property with five buildings from the U.S. Department of Health and Human Services (HHS) to develop the project. This conveyance was carried out in compliance with Title V of the McKinney Vento Act.

APC will construct a new, state-of-the-art, two-story, 33,600 square feet facility for the Medical Respite, Primary Care Clinic and Resource Center. APC and Mercy Housing will renovate four existing buildings to develop the Senior Housing.

APC established an Oversight Committee in May 2019 to develop the Good Neighbor Statement of Operations and ensure the long-term oversight of the Wellness Center. The Oversight Committee is comprised of concerned neighborhood residents, representatives of the business community and other stakeholders. This Oversight Committee has developed the Good Neighbor

Statement of Operations using a modified consensus based process facilitated by SEEDS Community Mediation Services with substantive input from APC and its partner agencies

- **Purpose of the Agreement**

The purpose of the Good Neighbor Statement of Operations is to ensure that the Wellness Center is a positive neighbor to the surrounding community and an asset to Alameda by achieving the following goals:

- Create a management framework that addresses the community's needs for responsive communications and effective problem resolution. The proposed management structure aspires become a best practices model in the field of homeless services by exemplifying the principles of accountability, responsiveness, and effectiveness.
- Engage the community to provide key inputs into planning and decisions regarding the on-going development and operations of the Wellness Center located at 620 Central Avenue, Alameda, CA
- Share respectful, open and transparent communications regarding the project
- Ensure effective long-term monitoring and oversight of the Alameda Wellness Center
- Support APC to achieve its goals to maintain a peaceful, safe, well-maintained and attractively-designed Wellness Center
- Communicate with the community about the management and problem resolution systems for the facility;
- Inform the community about the objectives of each of the Center program, including:
 - Senior Housing to provide permanent, affordable housing, case management support, personal care assistance, and end-of-life care for qualified applicants
 - Medical Respite Housing to provide short-term residential care combined with health care services for homeless individuals departing area hospitals who have a resolvable medical condition and
 - Resource Center to provide Alameda residents who are at-risk of or newly homeless with resources to maintain their homes or obtain stable, safe and affordable housing.

- **Guiding Principles**

The Wellness Center will adopt the following guiding principles:

- Neighborhood – Maintain the health, safety, attractiveness, and livability of the immediate surrounding area by proactively implementing good neighbor practices;
- Building – Design and construct an attractive, well-maintained, energy-efficient, health-promoting and cost-effective facility;
- Residents – Create a community environment that fosters a sense of home, dignity, self-determination and improved quality of life for medically fragile homeless individuals;

- Property/Site—Maintain the building and grounds at the highest quality to ensure the safety and wellbeing of residents and the longevity of the buildings and enhance the surrounding neighborhood.

- **Community Engagement and Communication**

Transparent and responsive communications between APC and the community are essential to create and maintain positive relationships regarding the project.

- Public outreach and opportunities for input regarding the project design will be provided on a quarterly basis in order to inform the public and improve the project design.
- Clear definition of scope. A project scope will be created during the first steps of planning the project and will set the tone for the remainder of the project planning. It will be given to the Oversight Committee for review.

4.3 Construction Project Updates: It is imperative that information about construction is communicated through every means possible (including wayfinding signage) since the main ingress and egress to Crab Cove and the Wellness Center is a short narrow road.

Street closures and traffic concerns initiated by APC's construction of the project will be monitored and communicated to the residential and business communities within a half mile radius. This communication will include dates/times of specific construction activity and will be distributed through the Alameda Sun, West Alameda Business Association, Alameda Unified School District and affected Homeowner Associations and the City of Alameda. A portal will be created for the public to ask questions and provide comments. During construction, APC will hold quarterly meetings about the project that will be open to the entire community. The point of contact (POC) is Doug Biggs 510-898-7800.

4.4 Strong Safety Plan.

Safety and security are essential for residents to live peacefully and to maintain the desirable and attractive character of the surrounding neighborhood. APC is committed to develop policies and practices to ensure community safety and to respond swiftly to the concerns of neighbors. The project will create and maintain a safety plan that can be adapted to the specific safety and contractual needs of the project. The plan will include safety measures to protect foot, bicycle and auto traffic. The Oversight Committee will receive a copy of the Safety Plan and have the opportunity to provide input and recommendations to strengthen the plan.

4.5 Communications/Coordination with the City of Alameda. In addition to following the standard design review approval processes, the project will also send copies of all the above

communications to the Planning Department and the City of Alameda-assigned Community Engagement & Communications liaison.

4.6 The Oversight Committee will develop a plan for on-going communications once construction is complete

5. Complaint Process

Should an issue arise, neighbors of the Wellness Center will be asked to call or email the POC (see contact info above). The POC will document every report by listing the date, time, type of complaint and action(s) to be taken. The POC will respond (when possible) via email/phone to all incidents within 24 hours or the next business day, copying the City Liaison. The City Liaison will follow-up within one week to confirm that the issue has been resolved.

The City Liaison can demand a cure if APC cannot resolve the issue within the time allotted in the Development Agreement. APC will have 60 days to comply at this stage. In the event that the City Liaison demands a cure, the City Council will be informed of the action. At that time, the City Council may elect to institute changes to the Development Agreement.

6. Oversight Committee.

- Doug Biggs, APC Executive Director, invited neighbors and stakeholders to create an Oversight Committee to develop a Good Neighbor Statement of Operations for the Wellness Center.
- The Committee's goal is to establish and maintain on-going respectful and productive communications between the community and APC moving forward.
- The Committee agreed to set a limit of 12 members, use a modified consensus decision-making process and meet monthly.
- The Committee started meeting in May 2019 to draft this document.
- The Committee will continue to meet to:
 - Establish compliance standards
 - Review APC's semi-annual Monitoring Reports
 - Issue corresponding semi-annual Compliance Reports
 - Hold an annual public meeting to review the Monitoring and Compliance report
 - Discuss potential amendments to the Good Neighbor Statement of Operations as needed.

7. Project and Site Design

The project design will consist of:

- **Senior Permanent Supportive Housing** – 80-90 units for homeless older adults 55+ from Alameda County. The program will include case management; on-site medical,

geriatric and behavioral health care; assistance with Activities of Daily Living; consumer leadership; life skills classes; community-building; and end-of-life care.

- **Medical Respite** – 50-bed recuperative care for homeless adults departing hospitals or undergoing intensive medical treatment in Alameda County. The program will offer short-term stays, case management, and medical and behavioral health care. Discharge planning will link patients to appropriate housing placements, primary care providers, and community resources. The program will serve homeless individuals 18+ who are too ill to recuperate from a physical illness or injury on the street or in a shelter but are not ill enough to warrant a hospital admission or continued hospital stay.
- **Primary Care Health Clinic** – An on-site clinic serving the medical needs of respite clients and senior housing residents. The clinic will provide comprehensive assessments and treatment plans, primary and urgent care, chronic disease management, behavioral health care, health education, care coordination and complementary medicine.
- **Resource Center** – The program will offer counseling, support and linkages to stabilize existing housing or secure appropriate housing placements and other community resources for Alameda residents experiencing or at-risk of homelessness.
- **Site Design** - APC will seek neighborhood and stakeholder input regarding the architectural design of the project. APC’s goal is to work with the project Architects to design a project that is compatible with and contributes to the overall attractiveness of the neighborhood.

APC will not make any changes to the scope or design of the Wellness Center without applying for and gaining approvals from the following government agencies: the U.S. Department of Health and Human Services, and any local, county, state and federal jurisdictions. APC is also required to notice the public and hold a community meeting to discuss these proposed changes.

8. Primary Programmatic Principles

The programs of the Center will be designed and implemented based on the following principles:

- **Housing First** is an approach to quickly and successfully connect individuals experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Housing First views access to housing as foundational for people to improve their well-being.
- **Harm reduction** incorporates a spectrum of strategies to accept and meet drug users “where they’re at,” in order to address underlying conditions of use along with the use itself. These strategies include:
 - Safer use
 - Managed use
 - Abstinence

Harm reduction principles require that interventions and policies designed to serve drug users reflect specific individual and community needs. Harm Reduction will be coupled with “motivational interviewing” to identify and support client’s readiness for healthy changes regarding substance use and other behaviors.

- **Trauma-Informed Care** acknowledges that participants who have experienced homelessness have likely survived multiple traumatic experiences. Trauma-informed care promotes client safety, choice, resilience and healing within the context of compassionate, consistent and trustworthy relationships. A trauma-informed systems approach supports the well-being of staff and seeks to prevent secondary trauma, a risk factor for providers who work with clients with complex care needs.
- **Culturally Competent Care** effectively delivers health care services that meet the social, cultural, and linguistic needs of patients. A culturally competent health care system can help improve health outcomes and quality of care and contribute to the elimination of racial and ethnic health disparities.

9. Goals & Outcomes

The goal of the project is to serve medically vulnerable homeless individuals with complex health needs. Successful outcomes will include:

- **Clients** will improve their health, housing stability and quality of life in a uniquely restorative environment.
- **Health care providers** will improve patient health outcomes, reduce unnecessary hospitalizations/use of emergency services, and offer a compassionate discharge option for patients experiencing homelessness.
- **The surrounding neighborhood** will benefit from the transformation of vacant buildings into attractive and well-maintained facilities. Community members will realize opportunities for volunteer contributions and employment at the Wellness Center.
- **The City of Alameda and Alameda County** will strengthen the system of care for our most vulnerable residents.

10. Client Eligibility & Selection Process

All clients of the Center will be literally homeless or at imminent risk of becoming homeless as defined by the Federal HEARTH Act administered by HUD, including senior housing residents, medical respite and primary care clinic patients, and resource center clients. Additional eligibility will be determined by rules associated with the funding agencies involved in this project. The funding sources may include: the U.S. Department of Housing and Urban Development (HUD) (McKinney-Vento Act funding as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and Section 8 Housing Choice Voucher funds), U.S. Department of Veterans Affairs’ (VA) Veterans Affairs Supportive Housing (VASH) Program, the Low Income Housing Tax Credit (LIHTC) Program, medical providers and major Medical Organizations.

Residents for the Senior Housing will be selected from the county-wide Coordinated Entry System (CES) priority list, as required by funding regulations.

Eligibility for selection and referrals for the Medical Respite program will be determined by the Leadership Board of the AMRWC, comprised of providers, medical experts and the operating entities (APC and Lifelong). The selection criteria will be added as an addendum to this document. The oversight of admission to Medical Respite will be a qualified Coordinating Nurse of the Respite Center. The Coordinating Nurse will have experience and training in working with medically vulnerable patients with complex care needs.

Applicants for the Senior Housing will be denied based on the following criteria:

- Is subject to a lifetime registration requirement under a sex offender registration program
- Has ever been convicted of drug-related criminal activity for the production or manufacture of methamphetamine and
- Has been evicted from federally-assisted housing in the last five years for drug-related criminal activity.

The following actions may also be grounds for denial, however in these cases an opportunity to request a reasonable accommodation review of their application will be given.

- Drug-related criminal activity, including the illegal manufacture, sale, distribution, or use of a drug, or the possession of a drug with intent to manufacture, sell, distribute or use the drug
- Violent criminal activity, including the use, attempted use, or threatened use of physical force substantial enough to cause, or be reasonably likely to cause, serious bodily injury or property damage
- Criminal activity that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents or persons residing in the immediate vicinity and
- Criminal activity that may threaten the health or safety of property owners and staff or contractors.

11. Case Management & Supportive Services

Each client will be assigned a Case Manager. Additional supportive services will be tailored to the needs of the client and program. The Service Plan for each program will be reviewed by the Oversight Committee and added as an addendum to this document.

12. Lease Agreement & Lease Violations

Senior Housing residents will be required to sign a twelve-month lease that may be renewed for successive twelve-month periods depending on continued tenant eligibility. Residents will pay rent according to their income. Residents must agree to abide by house rules, guest policies, and any other building policies, which are all incorporated into the lease as addenda. The Lease and House Rules will be reviewed by the Oversight Committee and attached as addenda.

Violations of this lease agreement will result in corrective action up to and including eviction. Lease violations will be discussed with the property manager, case manager, and the resident. Repercussions will be determined on a case-by-case basis. If a lease violation ultimately results in eviction, applicable local, state and federal eviction regulations will be followed.

13. House Rules

House rules for Senior Housing residents will be created through a participatory engagement process with residents. Once the property is substantially leased, meetings will be held with the residents to identify rules and guiding principles for community well-being. House rules will be reviewed annually and revised as needed.

APC will ensure that new residents are aware of the good neighbor goals identified by the public and the Oversight Committee. The program rules for participation in the medical respite and resource center will be developed by the respective service providers in compliance with their primary funding regulations, reviewed by the Oversight Committee and incorporated into this document when completed.

14. Overnight Guest Policy

There will be no overnight guests allowed in the medical respite and resource center facilities of the project. An overnight guest policy will be developed for the senior housing facility, reviewed by the Oversight Committee and incorporated into this document when completed.

15. Smoking Policy

Smoking will not be permitted anywhere inside the buildings, including residents' apartments, common areas, laundry rooms, and offices in compliance with the City of Alameda's Secondhand Smoke Ordinance. Smoking will only be permitted in the designated outdoor smoking area. Residents will be encouraged to smoke within the designated smoking area and not in the public areas around the property (e.g. sidewalks, bus stops, parking lot, etc.). Smoking refers to the smoking of any legal substance by any means (e.g. cigarette, pipe, e-cigarette etc.).

16. Alcohol

Senior housing residents will be allowed to consume alcohol in their units. Clients of the Medical Respite Center and Resource Center will not be allowed to bring in or consume alcohol on-site.

17. Illegal Activities

Criminal or illegal activities by a resident, client, guest or visitor will not be tolerated and are grounds for initiating eviction or program termination, depending on the severity of the crime and/or illegal activity.

18. Weapons

Weapons (e.g., knives, guns, etc.) are not allowed on non-residential portions of the property.

19. Pets

Pets (including dogs, cats, birds, fish, and reptiles that meet the conditions set forth in the APC pet policy) will be permitted at the senior housing facility. Visiting pets, unless part of a pet therapy program will not be allowed. Unless APC has a signed pet agreement and pet fee/deposit for the pet, no pets may enter a resident's unit. Additional expectations including the resident's responsibilities for ensuring that pets do not disturb neighbors, damage property, or leave uncollected excrement in the area, are available from APC, as are copies of the pet policy and pet agreement. APC is reviewing whether to allow pets in the Medical Respite Program and will update this section as needed.

20. Property Management

The Property Manager is responsible for maintaining the property in good repair and enforcing the lease, house rules and addenda, as described above. Mercy Housing will be the designated Property Manager for the Senior Housing facility. In order to assure the residents and clients' safety and well-being, the property will incorporate the following features:

- One main entrance for clients and guests
- 24-hour locked exterior doors with restricted access
- Surveillance cameras
- 24-hour on-site trained staff
- Random security patrols of the building's exterior and interior

The building will be monitored twenty-four hours a day by staff that are trained in crisis intervention and de-escalation. Key staff will also have tools to identify emergency situations and have the authority to intervene in disputes, identify lease violations, and connect residents with the appropriate resources to diffuse and stabilize situations.

The building and grounds will be maintained by APC or its designated agent. APC will be responsible for landscape upkeep, maintenance requests (emergency response when needed) and exterior and interior repairs and preservation. Damage, such as graffiti, will be addressed and if possible removed by the next business day.

Residents will be encouraged and supported to participate in property maintenance by promoting clean common areas, pickup of litter, proper trash disposal, and other activities residents may identify in the development of the House Rules. In addition, staff will establish and enforce rules against littering and ensure the issues related to livability and safety will be covered in each resident's orientation. APC will also establish rules that promote clean common areas.

The Medical Respite will be a closed program which means that, like a hospital stay, patients will stay at the Wellness Center during their participation in the program. Patients will be transported by staff to and from the site to specialty medical appointments and other resources.

Case Management and Housing Support staff will coordinate with the County to place discharged medical respite patients into safe and suitable housing resources in Alameda County. The program will transport patients who leave against medical advice back to their community of origin. Only Alameda residents will be transported back to an Alameda location.

Incoming patients will be transported by the medical respite program not by the hospital. If a person who is not appropriate for the level of care provided by the respite program, the patient will be transported back to the hospital. The ultimate decision to accept or reject a patient lies with the program.

Senior Housing residents or Medical Respite patients will be transferred to a different level of care if they have behavioral or medical issues that cannot be stabilized on the site.

Security and staff will monitor and take appropriate and timely action to respond to complaints of inappropriate behavior and/or conditions attributed to Wellness Center staff, residents, guests, visitors or clients.

On a daily basis, the property will be inspected and maintained for the highest quality condition. Loitering, lines and tents will not be allowed adjacent to the Center property.

22. Monitoring Plan

APC staff will prepare a semi-annual Monitoring Report to the Oversight Committee regarding the operations and outcomes related to the Wellness Center. This Monitoring report will include a summary of the following:

- The operations at the site for the prior quarter
- The number and types of complaints and responses
- The number and type of community outreach opportunities and activities
- An assessment of whether the number of homeless individuals in the area is increasing or decreasing
- The residents' successes based on the following metrics:
 - a. Number of clients moved into housing
 - b. Number of clients still housed
 - c. Number of emergency service responses to the property
 - d. Number of self-discharges, if any
 - e. Number of evictions, if any
 - f. And other metrics to be established by the Committee

When feasible, APC will provide comparisons to similar facilities and arrange to have an independent third party entity audit the data related to the outcomes from the program. In addition, agencies funding the project may conduct periodic audits of the program.

Once reviewed by the Committee, the Monitoring Report will be posted to the Caringalameda.org website and sent to City Council (in tandem with the Committee's Compliance Report).

23. Amendments to Agreement

The Oversight Committee will hold an annual public hearing regarding the Wellness Center. At that time, the Oversight Committee will:

- Review the Monitoring Report
- Consider any proposed changes (either generated by the Oversight Committee or proposed by the community) to the Good Neighbor Agreement.

Any amendment will be preceded by a two-week public comment period noticed on the Wellness Center's website and via email to the interested parties list. The public notice will include information on which sections are proposed to be amended.

24. Accountability

APC will be submitting a Development Agreement (DA) to the City of Alameda for the project. The DA will require APC to file a report with the City annually regarding compliance. The DA further gives rights to the City to issue Notices to Cure in the event that any or all portions of the DA are out of compliance. Article 3.8 of the DA specifies that APC "will establish and convene an Oversight Committee made up of neighborhood residents, property owners and managers, business associations and stakeholders including but not limited to representatives from East Bay Regional Park District, nearby schools and the City. The Developer and the Committee will develop a Good Neighbor Statement of Operations that establishes measurable goals and a means for citizens to participate in oversight and decisions about project operations that could impact the local community."

- After the first six months, the Committee will review metrics and generate standards for being in/out of compliance
- Every subsequent six months, the Committee will review APC's Monitoring Report and issue a Compliance Report detailing compliance or failure to comply with the standards and include recommendations.
- The Monitoring and Compliance reports will be posted on the Caringalameda.org website and submitted to the City Council semi-annually.