



INFORMATION PACKET MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
Paul J. Fetherston, Deputy City Manager
Karen Rahn, Director, Human Services

Date: January 22, 2013

Subject: Information Item: Update on Statement of Operations for 1175 Lee Hill Rd.

EXECUTIVE SUMMARY

At its Apr. 17, 2012 public hearing related to Boulder Housing Partner's (BHP) Housing First project located at 1175 Lee Hill Rd., council passed a motion supporting the project. Council support for the project carried with it the understanding that Boulder Housing Partners would fully engage the community and city staff in the development of a well-defined Statement of Operations for the management and operation of the 31 apartment units for adult chronically homeless individuals that included a mandatory annual meeting between Boulder Housing Partners and the community.

Since Apr., 2012 BHP has engaged in planning and implementing a community engagement process to develop the Statement of Operations (SO). This included an on-line community survey, six focus group sessions in September and October, 2012, the appointment of an advisory group which included neighborhood representatives as well as homeless individuals, seven advisory Group meetings between October and December 2012 and on-going communication and updates through the BHP website. Background materials on the process, focus group feedback and minutes from the advisory group meetings can be found at www.boulderhousing.org.

On Dec. 12, 2012 a draft Statement was presented to the BHP Board of Commissioners. First reading of the Statement of Operations by the BHP Board was on Jan. 12, 2013 and second reading is scheduled for Feb. 11, 2013. Should council have comments on the Statement of Operations, feedback should be presented to BHP prior to Feb. 11. The draft Statement of Operations is included in the packet as Attachment A.

BACKGROUND

Boulder Housing Partners (BHP) purchased land at 1175 Lee Hill Road and in 2011 proposed to build a thirty-one unit facility to house chronically homeless members of the community. The

proposed project would apply the Housing First model supported by Council as part of the Ten-Year Plan to Address Homelessness. Council held two study sessions on Housing First on Dec. 13, 2011 and Jan. 17, 2012 and a public hearing on the 1175 Lee Hill Dr. project on Mar. 20, 2012 and continued to Apr. 3, 2012. [March 20 minutes can be found here](#); [March 20 agenda is here](#). [April 3 minutes can be found here](#); [April 3 agenda is here](#).

A significant amount of public comment was received related to the project concerning public safety, density and siting of affordable housing and community services, and neighborhood impacts. To address the concerns of the community BHP proposed a community engagement process.

On January 19, 2012, Angela McCormick, BHP's Board Chair, wrote to council with a proposed voluntary public engagement process, which BHP planned to undertake before filing a building permit application for the project. Excerpts of the letter, provided below, describe the elements of BHP's proposed plan:

- BHP will continue to provide opportunities for input and public engagement, via neighborhood meetings and social media tools such as our website. We will put in place a formal structure for addressing neighborhood concerns. We will also continue to provide opportunities to educate the community about Housing First, such as offering tours of similar communities to a representative selection of interested neighbors. Through these efforts, our intent is to provide assurance that 1175 Lee Hill can and will be a good neighbor.
- BHP will engage with interested members of the public regarding a Statement of Operations (SO) that addresses resident and property management at 1175 Lee Hill. The SO may include hours of operation, staffing, resident selection processes, lease violations and consequences, case management, security, as well as emergency and property manager contact information. City staff will be invited to submit their comments as well.
- BHP will assemble and summarize public comments on the SO for consideration by BHP's Board of Commissioners. BHP will hold a public hearing and invite testimony regarding the draft SO. Subsequent to the hearing, the Board will amend the SO prior to final adoption as deemed appropriate. If the SO is to be modified after it is adopted, BHP will publicize opportunities for public testimony to be held at a regularly scheduled monthly Board meeting.
- BHP will engage with interested members of the public regarding the proposed design for 1175 Lee Hill.

In a letter to Council dated March 7, 2012, and included in the council packet on Mar. 20, 2012, Betsey Martens, Executive Director of BHP provided an outline of a draft Statement of Operations (SO) identifying key considerations proposed in a public engagement process and timeline.

In its motion of support for the project on Apr. 3, 2012, council stated:

Consistent with Council's adoption of "housing first" as a policy to address chronic homelessness and the City's approval of early funding for the proposed housing first project at 1175 Lee Hill, Council affirms its support for this housing first project to be developed and managed by Boulder Housing Partners. The Council's support carries with it the clear understanding that Boulder Housing Partners will fully engage the community and City staff in the development of a Statement of Operations as described in Attachment B of Council Agenda Item 5A. The Council believes that a well-defined and implemented Statement of Operations that includes a mandatory annual meeting between Boulder Housing Partners and the community is essential to achieving a safe, secure and effective housing first project.

BHP has implemented the four-step process identified in the proposed community engagement process, including:

1. creating a community survey to identify concerns and issues with the project;
2. making information on the process readily available on the BHP website and through outreach meetings with the community;
3. convening six focus groups with 44 community members to refine information from the surveys and identify issues in the proposed Statement of Operations;
4. forming an advisory group to further define and develop the SO.

The Advisory Group was selected by the BHP Board of Commissioners in Oct. 2012. Advisory Group members were selected through an application process and included five north Boulder residents, two City of Boulder residents outside of north Boulder and two human services providers. In addition to the advisory committee, the Boulder Shelter for the Homeless was represented by the Executive Director and the city was represented by the Human Services Director. The complete survey results, issues identified by focus groups, and advisory committee representatives and meeting minutes can be found at www.boulderhousing.org.

The advisory group meetings were facilitated by an outside consultant and included in-depth and robust discussions on topics identified in the draft SO, including:

1. Opportunities for community engagement and communication, a neighborhood and resident complaint process; opportunities for input from neighborhoods on design and development of the site and building;
2. Formation of Advisory Committee to provide ongoing review of operations the first year, including representatives of neighborhood groups, interested residents of 1175 Lee Hill, and BHP staff and case managers;
3. Development of resident eligibility and selection criteria for assessment of suitability of residents and types of background checks required;
4. Development of lease conditions and agreements, including house and guest rules, rules and policies for overnight guests, smoking, alcohol on premises, engagement in illegal activities, pet policies, lease violations, eviction criteria, and income requirements;
5. Property management criteria including safety and security of the building and premises, on-site staffing, building maintenance and addressing neighborhood impacts;
6. Provision of case management and supportive services, including the number, role and responsibilities of case managers on site;

7. Development of a monitoring plan, including annual report to the community and BHP Board of Commissions on operations, issues and outcomes;
8. Process for amendments to the SO, including holding an annual public hearing to review the SO and Monitoring Plan and consider proposed changes based on feedback from residents and community.

Discussion and perspectives among Advisory Group members were very diverse and well-considered. While not all members agreed with every aspect of the SO or the process, in the end the draft SO was a consensus document supported by the Advisory Group members.

The City Manager reviewed the SO, soliciting insight into the process and the advisory group discussion from Human Services Director Karen Rahn, and is satisfied that the document establishes an operational plan that will fully address the questions and concerns raised by City Council in the course of its discussions on the matter.

NEXT STEPS

The second reading and public hearing for the Statement of Operations will be held on Feb. 11 at the BHP Board of Commission meeting. Should council wish to comment on or provide feedback on the Statement of Operations, feedback should be provided prior to the Feb. 11 meeting.

ATTACHMENT: A – Draft Statement of Operations December 7, 2012

Good Neighbor Statement of Operations

1175 Lee Hill

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1. Preamble

1175 Lee Hill will be a 31-unit permanent supportive housing building that will use the Housing First model to provide permanent housing and supportive services that will enable chronically homeless¹ individuals in Boulder County to successfully move from life on the streets to independent living in a residential setting. The Good Neighbor Statement of Operations for 1175 Lee Hill provides information to the community on the operation of 1175 Lee Hill and the Housing First program, including how to engage in ongoing development and operation of the property and communicate and resolve issues. Overall, this document provides a framework for open communication channels and good neighbor operations.

An Advisory Group developed the Good Neighbor Statement of Operations using a consensus based process with Boulder Housing Partners (BHP) and Boulder Shelter for the Homeless (BSH) staff input. The Advisory Group reviewed examples of operating and neighborhood agreements from similar Housing First developments, as well as relevant BHP policies. Topic experts from BHP, BSH and the City's Department of Housing and Human Services were available at each meeting to answer questions and provide clarification.

The Advisory Group consisted of nine community members (five north Boulder residents, two human service providers, and two individuals who have been homeless). Also contributing to the discussion were 44 community members who participated in focus group sessions and many other individuals who met independently with BHP staff since September 2011.

The word *community* in this document refers to the residents at 1175 Lee Hill, neighboring North Boulder residents and businesses, as well as other stakeholders in the City of Boulder. The word *neighbor* in the document title refers to north Boulder neighbors and reflects BHP's commitment to good neighbor engagement.

The Good Neighbor Statement of Operations for 1175 Lee Hill was completed and delivered by the Advisory Group on December 10, 2012. It was reviewed at a public meeting on January 14, 2013 and adopted by the Boulder Housing Partners Board of Commissioners on _____, 2013. BHP is committed to conscientious and thorough implementation of the provisions herein, and will notify the community of proposed future amendments to this document prior to the Board's review.

2. Purpose

The purpose of the Good Neighbor Statement of Operations is to:

- Engage the community in decisions about the ongoing development and operation of 1175 Lee Hill;

¹ A chronically homeless person (24 CFR Part 91.5) - An unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years. To be considered chronically homeless, a person must have been sleeping in a place not meant for human habitation (e.g., living on the streets) and/or in an emergency shelter during that time.

- Communicate with the community about the management and problem resolution systems for the building;
- Inform the community about the Housing First program objectives to provide residents with permanent, affordable housing and case management support; and
- Create a management framework consistent with the Housing First program that meets or exceeds the requirements of the investor and lender, aspires to become a best practices model in the industry, and is fully responsive and accountable to the community, so that 1175 Lee Hill will be a good neighbor and an asset to the north Boulder neighborhood.

3. Guiding Principles

1175 Lee Hill will be operated with consideration for the following guiding principles:

- *Neighborhood* – To maintain the health, safety, attractiveness, and livability of this residential building and the surrounding neighborhood and proactively address good neighbor practices;
- *Building* – To design and construct an attractive energy efficient, healthy, and cost effective residential building;
- *Residents* – To create a community that fosters a sense of home and self-determination for the chronically homeless by using the Housing First program best practices; and
- *Property Management* – To ensure the ongoing safety and well-being of residents and the physical maintenance of the building and grounds.

4. Community Engagement & Communication

Communication between BHP, as the owner and operator of 1175 Lee Hill, and the community is important in order to develop and maintain positive relationships. Methods to ensure good communication, feedback, and monitoring of this Good Neighbor Statement of Operations will include easily accessible contact information for the property manager and BHP Executive Director on the BHP website, quarterly neighborhood meetings, proactive outreach by BHP to the community, and the establishment of an ongoing Advisory Committee.

4.1 - Complaint Process

In the event of a problem, neighbors and residents of 1175 Lee Hill will be asked to call or email the property manager. BHP will respond to complaints within 24 hours. The property manager will work with the individual to address the issue in as timely a manner as possible, and the property manager is expected to resolve the majority of issues. If the property manager cannot resolve the problem, the complaint will be elevated, in a timely manner, through supervisory levels, on up to and including the Executive Director.

If the problem remains unresolved, BHP will suggest that both parties consent to work with a mediator (e.g. the City of Boulder Community Mediation Service) to bring a neutral, third party to help the complainant and BHP staff resolve the dispute. If the individual is not satisfied after working with BHP

staff, that person may contact BHP's Board of Commissioners during a regularly scheduled meeting for further consideration.

In the unlikely case that a complainant is not satisfied with the BHP process, City Council meetings provide an open comment period for citizens at the start of each meeting in order to hear from the public about important issues facing Boulder and its citizens.

4.2 - Opportunities for Community Engagement

During the first year of operation, BHP will host quarterly meetings about 1175 Lee Hill that will be open to the entire community. These meetings will provide an opportunity for community members to raise concerns, ask questions, learn about, and provide feedback on BHP operation at 1175 Lee Hill.

In addition, the BHP Board meets monthly in public session and begins each meeting with public participation. The Board encourages all members of the community to participate in these meetings. Any person can address the Board on any topic, consistent with the public participation guidelines.

BHP will assign staff that dedicates time to actively engage in outreach in the north Boulder neighborhood, including meeting with business owners and attending HOA or other community meetings, in order to provide a continual pulse on how BHP, and 1175 Lee Hill specifically, is performing in the neighborhood. In general, 1175 Lee Hill staff will be available and residents will be encouraged to participate in neighborhood activities, events, and meetings as appropriate to help build good relations with the community. Individuals and organizations are also encouraged to share information about events with BHP staff and 1175 Lee Hill residents.

4.3 - Advisory Committee

Within the first year of operations, BHP will form an Advisory Committee that may be composed of representatives selected by neighborhood groups (e.g. HOAs), interested residents living at 1175 Lee Hill, BHP staff, and BSH case managers. The purpose of this committee will be to provide a forum for ongoing communication and integration, and furthering community relationships. Quarterly meeting agendas will be created by the members of the group based on community concerns. Meeting notes will be made available to the BHP Board of Commissioners and the community.

5. Project Design

1175 Lee Hill will be a 31-unit affordable, residential building that will use the Housing First model to provide permanent housing and supportive services that will enable chronically homeless individuals in Boulder County to successfully move from life on the streets to independent living in a residential setting. Approximately 30,000 square feet in size, the building will include case management offices, maintenance and property management storage facilities, covered bicycle parking, a community room, and laundry facilities. In addition, the property will include an outdoor courtyard, exterior landscaping, and a parking lot. BHP will be the developer, owner, leasing agent, and property manager. BSH will provide the case management support for the residents.

BHP will seek neighborhood input regarding the building design. The goal is to fully explore neighborhood ideas and develop a creative and positive visual image unique to North Boulder.

6. Housing First Program

6.1 - Goals & Outcomes

The residents at 1175 Lee Hill will be part of the Boulder County Housing First program. As a national model, the Housing First program suggests clearly defined goals for residents, and residents will also develop personal goals with their case managers. The primary goal of the Housing First program is for clients to have safe, permanent, and affordable housing, and to become more stable and retain housing.

Program success is measured by monitoring the following desired outcomes:

- Clients move into housing;
- Clients increase skills and income;
- Clients garner greater self-determination;
- Clients stay housed; and
- Clients maintain progress made.

6.2 - Resident Eligibility and Selection Process

Resident eligibility and screening criteria are primarily determined by rules associated with the funding agencies involved in this project as well as relevant BHP policies. 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), the U.S. Department of Veterans Affairs' (VA) Veterans Affairs Supportive Housing (VASH) Program, and the Low Income Housing Tax Credit (LIHTC) Program.

Resident selection will be a two-step process, as described below. First, the BSH case managers will identify potential residents and assess their suitability and ability to benefit from Housing First. Then BHP will screen candidates recommended by BSH for eligibility and conduct background checks. Some candidates may be disqualified from Housing First based on the findings of BHP's screening.

6.2(a) - Screening for Suitability as a Tenant – Boulder Shelter for the Homeless

The selection process will begin with identification of potential tenants by BSH, who will be responsible for the primary assessment of suitability for the Housing First program at 1175 Lee Hill. The intention is to prioritize individuals who are living, working or accessing services in the City of Boulder who, first and foremost, want to be housed and, second, can and want to be successful in the Housing First program, which includes evaluating an individual's willingness to be lease compliant and engage with case managers to receive support services.

Potential residents will be referred to the program from Boulder County service agencies including, but not limited to:

- | | | |
|------------------------------------|---------------------------------------|--|
| – Boulder Shelter for the Homeless | – Center for People with Disabilities | – Law enforcement |
| – Bridge House | – Attention Homes | – Hospitals |
| – Boulder Community Hospital | – Mental Health Partners | – Faith-based groups |
| – People's Clinic | – Addiction Recovery Center | – Safehouse Progressive Alliance for Nonviolence |

Potential residents will meet with a Housing First case manager to determine if they qualify as chronically homeless as defined by HUD, including collecting records from local agencies that may have worked with the individual. Potential residents who have lived in the City of Boulder will be prioritized, and all eligible residents must be unaccompanied homeless individuals (at least 18 years of age) with a disabling condition, who have either been continuously homeless for a year or more OR have had at least four episodes of homelessness in the past three years.

Case managers will then assess the individual's potential for success in the program. This assessment varies based on the individual client but can include:

- Desire to be housed;
- Desire to make a change;
- Demonstrated behaviors necessary to be successful in the program;
- Information from other agencies who know the potential client;
- Length of homelessness; and
- Vulnerability.

6.2(b) - Screening for Eligibility - Boulder Housing Partners

Once BSH has identified potential candidates, BHP will begin its screening process. The baseline for eligibility will be defined by the Section 8 Housing Choice Voucher (HCV) program, which requires that the applicant document citizenship or legal resident status, have an income at or below 30% of the area median income, and consent to collection of personal background information.

BHP will conduct background checks using a third-party nationwide screening company and will check the National Sex Offender Registry. This review of criminal background will assist BHP in complying with HUD requirements to deny assistance to applicants who are engaging in or have engaged in certain criminal activities. If the results of the criminal background check indicate that there may be past criminal activity, but the results are inconclusive, BHP may request a fingerprint card and will request information from the National Crime Information Center (NCIC).

6.2(c) - Reasons for Denial of Assistance

In some circumstances, BHP will be required to deny admission and assistance to potential Housing First residents.

Based on the U.S. Department of Housing and Urban Development guidelines, BHP must exclude from Housing First any individual who:

- Is subject to a lifetime registration requirement under a sex offender registration program;
- Is currently engaged in the use of illegal drugs;
- Has current use or pattern of use of illegal drugs, or current abuse or pattern of abuse of alcohol, that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents;
- Has ever been convicted of drug-related criminal activity for the production or manufacture of methamphetamine on the premises of federally assisted housing; or

- Has been evicted from federally-assisted housing in the last five years for drug-related criminal activity.

In addition to the above mandatory exclusions, current engagement in, or engagement in any of the following criminal activities within the past five years, will be the basis for denial of housing assistance, which can be appealed based on consideration of circumstances (see 6.2(d)):

- *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; or
- Criminal activity that may threaten the health or safety of property owners and staff or contractors.

6.2(d) - Consideration of Circumstances

BHP will consider all relevant circumstances when deciding whether to deny admission based on an individual's past history except in the situations for which denial of admission is mandated by HUD. Any potential resident who is denied based on eligibility has the opportunity to appeal to BHP staff and bring evidence to illustrate his or her commitment to change past behavior. Any approved appeal requires confirmation by the BHP Executive Director.

6.3 - Case Management and Supportive Services

Once a client is selected for the program, he/she will be assigned a case manager. All case managers will be trained at the BSH to assist residents in securing and retaining housing, and procuring the necessary resources to achieve long-term stability and self-reliance. Case managers will meet with residents on a regular basis, often in the resident's apartment.

The case manager's primary role will be to connect residents with resources. This could include connecting residents to health, mental health, and/or substance abuse services, helping with applications for benefits, helping a resident navigate the bus system, or linking a resident to the local food bank. Case managers also will work closely with BHP and representatives from social service agencies to advocate for their clients.

This work is all done from a strength-based approach and residents will be evaluated annually to assess their progress towards stability. The strength-based approach strives to understand a client's strengths then works with the client to help him or her understand how to use those strengths to work towards stability. Case managers will work with the client to create individual plans that include stated personal goals and strategies the client can use to reach those goals.

The case managers will meet regularly as a team to discuss residents or clinical approaches to their work and for continuing education. Two full-time equivalent case manager positions will be assigned to work with the 31 residents of 1175 Lee Hill; these staff will be employed and trained by BSH. Each case manager will carry a case load of 10 to 20 clients.

7. Lease Agreement

Each resident of 1175 Lee Hill will be required to sign an annual lease with BHP. Violations of this lease agreement will result in corrective action up to, and including, eviction. 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. Several issues identified by the public and addressed in the lease are summarized below. Additional details on the provisions of BHP's standard lease are available from BHP.

7.1 - House Rules

House rules will be created through resident involvement. Meetings will be held with the residents once the building is substantially leased in order to discuss which rules are important to this community. House rules will then be revised as needed, but at least every five years. BHP will make the new Housing First residents aware of the good neighbor issues identified by the public and the Advisory Group, so that they may address them in their house rules.

7.2 - Overnight Guest Policy

An overnight *guest* is a person temporarily staying in the unit with the consent of the resident. Overnight guests are further defined as visitors staying after midnight (12 AM). The resident will be responsible for the conduct of visitors and guests, inside the unit as well as anywhere on or near the property.

The overnight guest policy includes the following:

- A resident must notify BHP or case management staff before 5 PM when an overnight guest will be staying in the unit. An overnight guest may remain in the unit no longer than 14 consecutive days or a total of 28 cumulative calendar days during any 12 month period. The annual limit of 28 days applies to all overnight guests a resident may have;
- All visitors must leave the property before 12 AM unless registered as an overnight guest with staff;
- A resident may request an exception to this policy for valid reasons (e.g., care of a relative recovering from a medical procedure expected to last 20 consecutive days);
- Former residents who have been evicted will not be permitted as overnight guests; and
- BHP and case management staff reserve the right to ask guests to leave if they are behaving inappropriately or have a known criminal history, including but not limited to a felony charge, sex offense charge, no trespass order, restraining order, etc.

It will be the resident's responsibility to see that visitors and guests abide by all the terms of the lease. This includes clauses about noise, behavior, pets, damages and use of the common areas.

7.3 - Smoking Policy

Smoking will not be permitted anywhere inside the building, including common areas, laundry rooms, and BHP offices. 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, etc.).

7.4 - Alcohol

Consumption of alcohol will not be permitted in indoor and outdoor common areas, parking lot, laundry room, or in any staff offices. In line with the Housing First model, residents may drink in their units, providing their behavior conforms to lease requirements regarding noise, etc. Case managers will work with residents when consumption becomes a threat to retaining housing or clearly impedes resident progress, as defined in 6.1 above, and provide referral and/or case conference assistance regarding alcohol and substance abuse services or treatment options where appropriate.

7.5 - Illegal activities

Criminal or illegal activities by a resident, guest or visitor are grounds for eviction. Weapons are not allowed at any BHP community.

7.6 - Pet Policy

Pets (including dogs, cats, birds, fish, and reptiles that meet the conditions set forth in the BHP pet policy) will be permitted at 1175 Lee Hill. Visiting pets will not be allowed. Unless BHP has a signed pet agreement and pet fee/deposit for the pet, no pets may enter a resident's unit. Additional details, 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 BHP, as are copies of the pet policy and pet agreement.

7.7 - Lease Violations and Eviction

Lease violations are grounds for eviction. Lease violations (including 7.1 – 7.6 above) will be discussed with the property manager, case manager, and the resident. The problem-solving model described in Section 4.1 will be followed, to the maximum extent feasible. Repercussions will be determined on a case-by-case basis advised by BHP's existing policy. If a lease violation ultimately results in eviction, state eviction regulations will be followed.

8. 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 in Section 7.

8.1 - Safety and Security

In order to assure the residents' 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; and
- A screened, private outside courtyard.

The rigorous resident selection process and background checks are additional security measures, as is the prohibition of weapons on the property. In addition, BHP will provide residents with contact information to use if they have any security concerns, as well as instruction regarding emergencies.

8.2 - 24-hour On-site Staffing

The building will be staffed twenty-four hours a day by staff that are trained and have the authority to identify emergency situations, intervene in disputes, identify lease violations, recognize potential problems, and connect residents with the appropriate resources.

8.3 - Building and Site Maintenance

The building and grounds at 1175 Lee Hill will be maintained by BHP and its in-house maintenance staff. BHP will be responsible for landscape upkeep, snow removal, response to maintenance requests (emergency response when needed) and both exterior and interior repairs and preservation. Damage, such as graffiti, will be removed within 24 hours.

8.4 - Resident Participation in Maintenance of Property

Residents will have the opportunity, and will be encouraged, to participate in property maintenance by promoting clean common areas, pickup of litter, proper trash disposal, and other activities the 1175 Lee Hill residents may identify in the development of the House Rules. In addition, BHP 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. BHP will also establish rules that promote clean common areas.

9. Monitoring Plan

BHP staff will prepare an annual report to the BHP Board of Commissioners and the community regarding the operations and outcomes related to 1175 Lee Hill. This report will be shared via current email lists and on the website. The report will include an annual summary and progress report of the following:

- (1) the operations at the site for the prior year;
- (2) the number and types of complaints and responses, community outreach, relationships and activities;
- (3) the residents' successes based on the following metrics, when feasible providing comparable statistics from other Housing First programs:
 - Number of clients moved into housing;
 - Number of clients still housed;
 - Changes in clients' income;
 - Changes in clients' skills;
 - Number and nature of 911 calls to the property; and
 - Number of lease violations.

When feasible, BHP will arrange to have an independent third party entity audit the data related to outcomes from the program. In addition, the agencies funding the project, such as HUD, will conduct periodic audits of the program.

10. Amendments to the Good Neighbor Statement of Operations

BHP's Board of Commissioners will hold an annual public hearing regarding 1175 Lee Hill. At that time, the Board will review the report noted in Section 9 above and consider any proposed changes,

generated by BHP or proposed by the community, to the Good Neighbor Statement of Operations. Any amendment will be preceded by a public notice on BHP's website and to any interested person on the mailing list, a public comment period prior to the Board meeting, and discussion and a decision by the Board at an open public meeting. The public notice will include information on which sections are proposed to be amended.

DRAFT