

# VETERANS LANDING ASSISTED LIVING



**Lena Rodriguez**  
President & CEO



**Community Renewal Team**  
Changing lives... Creating opportunity!





# ABOUT THE PROJECT

CRT has been selected by the U.S. Department of Veterans Affairs to design, construct, manage and operate **Veterans Landing**, a new senior assisted living facility intended specifically for low-income aging and/or disabled U.S. military veterans and their spouses. Veterans Landing is to be located at the VA Connecticut Health Care System, Newington Campus. The new facility will offer housing, on-site medical care and supports, and enriching social activities and interactions. When completed, it will be one of the first of its kind in the country.

**Assisted living is a health care option for seniors, including at-risk veterans, who need some help with activities of daily living—such as bathing, dressing, or walking unassisted—but who also want to live in an environment that emphasizes independence, dignity, and privacy.** Assisted living bridges the gap between independent living and a nursing home, and offers a safe, home-like environment where the residents can experience a sense of community. Unfortunately, the very high cost of assisted living care — between \$4,600 and \$8,000 per month in Connecticut — eliminates this option for low- and moderate-income seniors, including aging veterans. In 2014, 74% of the 209,882 Connecticut veterans were age 55 or older, and nearly a third of them had a disability. As the years pass the number of military veterans needing assisted living services and senior care options will continue to grow. And research shows that many veterans feel more at ease and at home spending their time with other veterans who have shared similar military experiences, and in an environment that honors their service.

**Our goal is to create a new model of affordable care for Connecticut veterans using our experience with developing similar award-winning CRT projects, such as The Retreat, Generations, and Veterans Crossing.**

CRT intends to not only develop Veterans Landing, but to provide all assisted living services. This will be accomplished in partnership with the VA, our community partners, and our non-profit housing development subsidiary, The Meadows. Both CRT and The Meadows have a long history of providing housing that is attractive, affordable, well-managed, and connected to the services and support people need to maintain their independence.

*At Veterans Landing, CRT will provide high quality, affordable care and services for low-income senior veterans in order to enhance their lives, avoid or delay expensive and unnecessary nursing home placements, and allow them to age in place with dignity among their peers.* The care and services they and their spouses receive will be individualized according to their personal needs.

**The project, whose development value is approximately \$35 million, will include 95 one-bedroom and 8 studio apartments, as well as space for social activities, dining, medical care and more.** Each resident will have his or her own apartment unit with the typical amenities one would expect in a rental apartment, such as a kitchenette, private bathroom, living room, etc. In addition to housing with 24-hour access to medical care, the senior veterans will enjoy a beautiful setting, appropriate health-related and social supports to maintain activities of daily living, and an outstanding array of activities that encourage personal growth and community involvement. Medical and non-medical services available in the assisted living setting include:

- Primary health care
- Medication management,
- Assistance with dressing and undressing,
- showering and personal hygiene care



# ABOUT THE PROJECT ...continued

- Coordination of clinical wellness services (blood pressure and weight checks; geriatrician evaluations) and other services
- Physical and occupational rehabilitation
- Palliative care progressing to hospice care within residents' apartments
- Weekly light housekeeping within the apartment
- Supplying and changing bed sheets and personal towels
- Supply and monitoring of personal emergency pendants (e.g., "Life Line")
- Scheduled transportation to medical appointments and social events
- Individualized and group activity programs
- Light handyman/maintenance services
- 24-hour security



In addition to the private units, the community areas of Veterans Landing will feature dining and community rooms, an Internet café, library and reading rooms, an interdenominational chapel, a beauty salon/ barbershop, and a convenience store. The building and grounds will be representative of the best design practices in the assisted living field — including certified sustainable/LEED design — and will complement the existing buildings on the VA's Newington campus.

**CRT will provide most of the resident services together with other experienced care providers, including the VA**

**HealthCare System.** CRT's services will include comprehensive case management for the veterans, facility management/ non-medical core services, JCAHO-accredited behavioral health services, and on-site residential health care.

All medical and non-medical services for the residents will be tailored to their individual needs and personal care plans. Veterans will receive priority placement for the units as much as possible while remaining compliant with Fair Housing Act regulations. Like CRT's The Retreat, which is now a state and national model for affordable assisted living, the Veterans Landing facility will look and operate similar to a traditional market-rate assisted living community.



# THE VETERANS LANDING PARTNERSHIP AND PROJECT BENEFITS

CRT and The Meadows have assembled a strong partnership team that has extensive experience with the creation of similar affordable housing developments throughout Connecticut’s Greater Hartford region. We have worked with each of the members on other successful past projects, in many cases as cross-team collaborators. Together with the VA, Veterans Landing principals are:

- **Lena Rodriguez**, President & CEO, CRT
- **Lamont “Monty” Aheart**, President & CEO, The Meadows Real Estate Management & Development Corporation
- **Gus Keach-Longo**, Vice President of Senior Services, CRT
- **Christopher McCluskey**, Vice President of Housing & Community Services, CRT

The following organizations and individuals will also be part of the development team:

- **MBH Architecture, LLC** - Michael B. Herlands
- **Enterprise Builders, Inc.** - Keith Czarnecki
- **Newcastle Housing Ventures, LLC** - Lou Trajcevski
- **Sandler and Mara, PC** - Daniel N. Mara
- **Whittlesey and Hadley, PC** - Steve Erickson, CPA

In addition to the organizations mentioned above, other project partners include:

- VA Healthcare Services
- Veteran’s Service Organizations (VSOs)
- The Offices of Congressman John Larson and Senator Richard Blumenthal

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**“To care for him who shall have borne the battle, and for his widow, and his orphan.”**

- President Abraham Lincoln

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Veterans Landing will have several short and long-term positive outcomes for both the resident veterans and the community at large. In addition to providing resident veterans with a much-needed affordable care alternative, improving health outcomes, and reducing the need for expensive nursing home care, the project has several other anticipated benefits:

**ECONOMIES OF SCALE.** Based on our current experience in operating The Retreat, a 100-unit assisted living facility for a low/moderate income population, the veterans will be best served with a larger facility such as the proposed 103-unit project. Anecdotal information from other assisted living facilities serving less than 100 units shows they are not able to generate enough revenue to support operations.

**LEVERAGING LOCATION.** Services for veterans can be easily leveraged by co-locating Veterans Landing on available land within the VA’s Newington campus. Further, the site’s central location within the state as a whole, and proximity to the State Veteran’s Home and Hospital in the neighboring town of Rocky Hill, increases veterans’ access to available services.

**BENEFICIAL RELATIONSHIPS.** This project provides an opportunity to cross-pollinate new alliances between CRT and the VA, foundations and other funders, veteran service organizations, state and local government agencies, and other community partners to both increase and enhance overall service delivery to military veterans.

**ECONOMIC DEVELOPMENT.** Veterans Landing has the potential for significant, long-term economic development benefits for the town of Newington, the Greater Hartford region, and Connecticut. We anticipate that it will create at least 80-110 construction-related jobs during the development phase, and at least 80 new permanent positions once it’s operational. Additionally, these 80 new jobs — which will include administrative, medical, recreational, and facilities/grounds positions — will provide a diverse range of employment opportunities for the area, encompassing skill and education sets of all types.

# CRT: AN EXPERIENCED SERVICE PROVIDER

CRT has many years' experience in providing housing and services similar to those proposed for Veterans Landing. This project will be modeled in part on The Retreat, CRT's award-winning assisted living home for low-income seniors in Hartford. CRT also operates Veterans Crossing, a 12-bed transitional residence for homeless veterans in East Hartford, which helps chronically homeless and recently incarcerated veterans access health services, reunite with their family members, obtain jobs, save money, and obtain permanent housing through intensive case management. Further, CRT is the state's only provider of Supportive Services for Veteran Families, designed to help 175 very low income veteran families each year who are at risk of homelessness. Services include eviction prevention; rapid re-housing when necessary; and wrap-around services to help the families toward long term stability.

CRT will use the successful assisted living model developed by **THE RETREAT**. Located in downtown Hartford, The Retreat was among the first programs to open under the State of Connecticut's demonstration program for Medicaid-funded assisted living, and is the first assisted living facility in Connecticut built in an urban area. As of December 2015, The Retreat has been home to approximately 439 seniors. Of those seniors, approximately 170 of them had either moved out of nursing homes back into the community or had avoided premature nursing home placement. Through supporting seniors in a less restrictive environment, CRT has enhanced their quality of life, while saving the State of Connecticut approximately \$3.2M in long term care costs annually, or approximately \$35.5M to date. CRT also provides 46 units of affordable housing for independent seniors at Coventry Place in Bloomfield and St. Michael's Place in Hartford.

CRT also operates a 12-bed VA Grant and Per Diem Program, **VETERANS CROSSING**, located in East Hartford. This transitional residence helps two underserved groups in Connecticut: chronically homeless veterans and recently incarcerated veterans released from correctional facilities. Veterans Crossing was developed in consultation with CRT's military veteran clients in our housing programs, with the Veteran's Administration, the VA Connecticut Healthcare System, and members of the Hartford Continuum of Care. Visits to other homeless veterans programs and participation in homeless veterans' conferences also provided valuable input. At Veterans Crossing, intensive case management helps veterans access health services, reunite with their family members, obtain jobs, save money, and obtain their own permanent housing.

In fall 2011, the U.S. Department of Veterans Affairs awarded CRT the only contract in Connecticut for **SUPPORTIVE SERVICES FOR VETERAN FAMILIES** (SSVF), a program which is designed to serve at least 175 very low income veteran families each year. Staff identify those who are at risk for homelessness, or who have already lost their housing. Services include eviction or foreclosure mediation and prevention; rapid re-housing when necessary; and wrap-around services to help the families toward long term stability.



# PHILOSOPHY

Assisted living is a lifestyle choice for seniors with health issues who want to participate in decisions that emphasize independence, individuality, dignity, and privacy, but who need assistance with activities of daily living such as bathing, dressing, laundry, and transportation. It bridges the gap between living in a house or apartment and moving into a nursing home. Assisted living offers a safe and comfortable home where residents can enjoy the full benefits of a close-knit community, and costs for assisted living care are significantly lower than nursing home care.

Low income elderly in general are often underrepresented in assisted living, in great part because of the lack of affordable and available facilities. Frequently those with moderate incomes also find it difficult to access and afford these services. By offering a unique, **affordable** assisted living opportunity that up to now has been unavailable to elderly veterans of modest means, Veterans Landing will fill a significant gap in service in the Greater Hartford area.

Traditional, market-rate assisted living facilities are defined by the Associated Living Federation of America as: “... a special combination of housing, supportive services, personalized assistance and health care designed to respond to the individual needs of those who need help with activities of daily living and instrumental activities of daily living. Supportive services are available 24 hours a day to meet scheduled needs in a way that promotes maximum dignity and independence for each resident and involves the resident’s family, neighbors, and friends.”

**Veterans Landing will follow this standard, operating and appearing in every way like a conventional assisted living facility, with three primary distinctions: it will be affordable, with costs scaled to resident incomes; it will be designed and operated to meet the needs of our military veterans; and it will actively promote a sense of community, both within and without the building.** Assisted living communities in Connecticut traditionally are composed of two teams of service providers, Managed Residential Communities (MRCs) and Assisted Living Service Agencies (ALSAs). MRCs are considered the operators of the buildings and provide overall administration. A MRC typically provides support services — called “Core Services” by the State of Connecticut — which are non-medical in nature, yet essential for residents to remain safe in their environments. Core Services include:

- Weekly light housekeeping within the apartment
- Supplying and changing bed sheets and personal towels
- Supply and monitoring of personal emergency pendants (i.e. “Life Line”)
- Scheduled transportation to medical appointments and social events
- Individualized and group activity programs
- Light handyman/maintenance services
- 24-hour security
- Personalized assistance with coordination of services through a designated Services Coordinator.

The MRC is also the provider of three nutritionally-balanced meals, prepared onsite daily.

The second team within the traditional assisted living environment is the ALSA, which is licensed by the CT Department of Public Health to provide health care services within a residential setting. The ALSA team provides all nursing and nursing aide services through licensed and registered care professionals onsite. This includes onsite case management through a registered nurse, and hands-on supportive care through certified nursing assistants (CNAs) or home health aides (HHAs). ALSA staffing patterns ensure that there is a registered nurse available in person or on-call 24 hours a day, seven days a week. CNAs or HHAs are also available within the building 24 hours per day, seven days per week to support residents with any unexpected care needs.





PROPOSED SITE PLAN



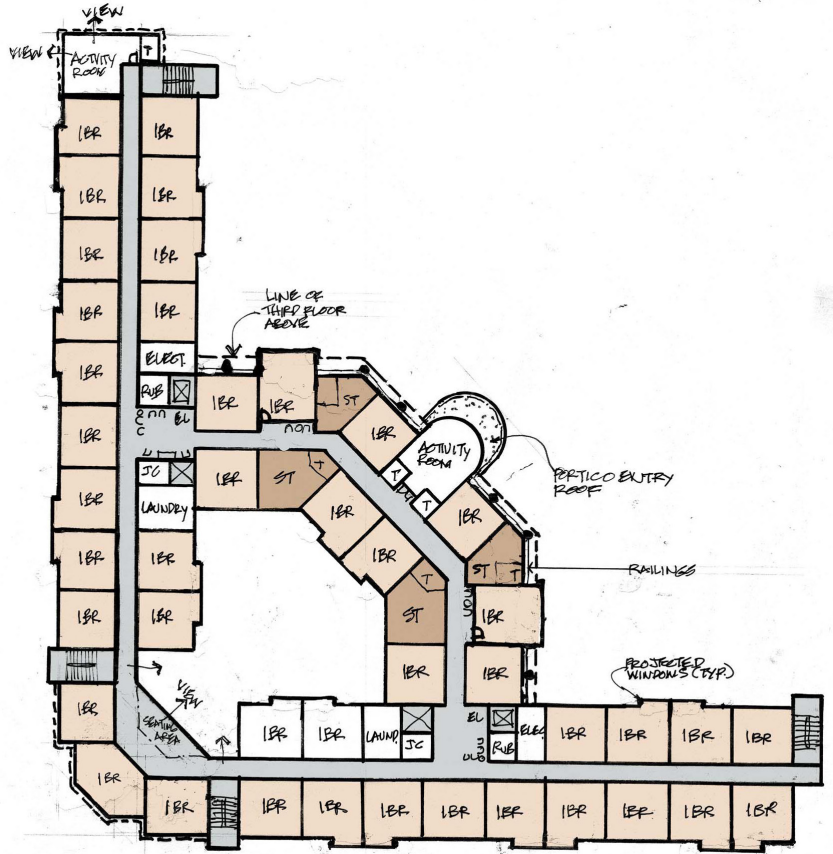
**AREA CALCULATIONS**

|                       |                     |
|-----------------------|---------------------|
| THIRD FLOOR           | = 35,136 SF         |
| SECOND FLOOR          | = 37,820 SF         |
| FIRST FLOOR           | = 34,843 SF         |
| BASEMENT              | = 6,485 SF          |
| <b>TOTAL BUILDING</b> | <b>= 114,284 SF</b> |

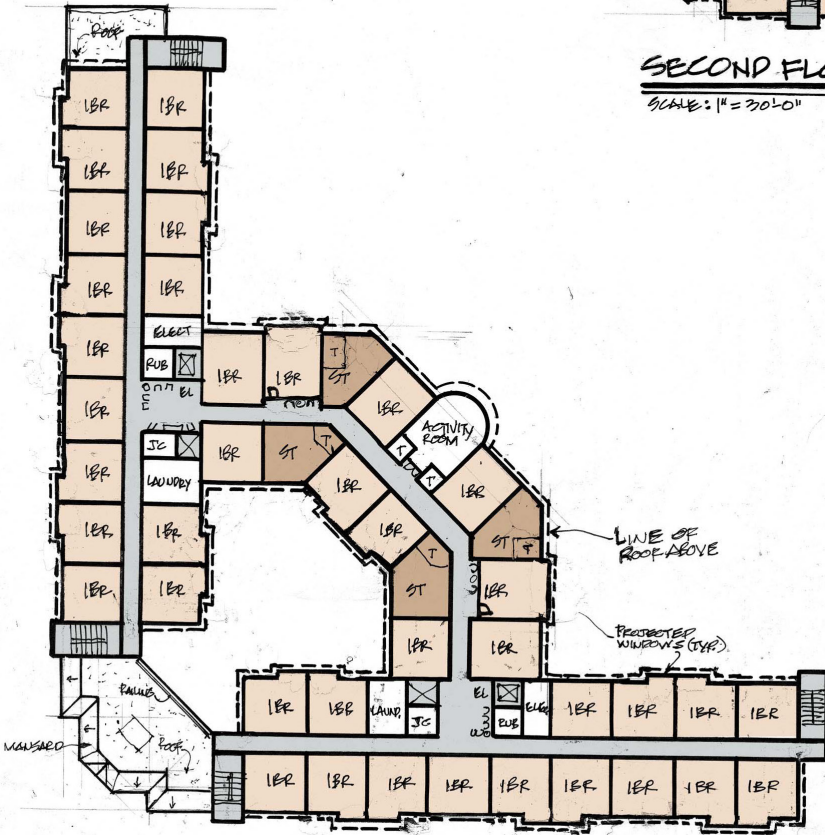
**UNIT CALCULATIONS**

| FLOORS        | 1BR'S + STUDIOS | TOTALS             |
|---------------|-----------------|--------------------|
| THIRD FLOOR   | = 40 + 4        | = 44 UNITS         |
| SECOND FLOOR  | = 43 + 4        | = 47 UNITS         |
| FIRST FLOOR   | = 12 + 0        | = 12 UNITS         |
| BASEMENT      | = 0 + 0         | = 0                |
| <b>TOTALS</b> | <b>= 95 + 8</b> | <b>= 103 UNITS</b> |

SECOND AND THIRD FLOOR PLANS

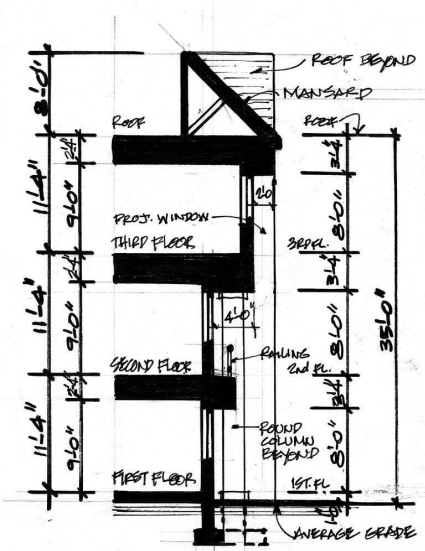
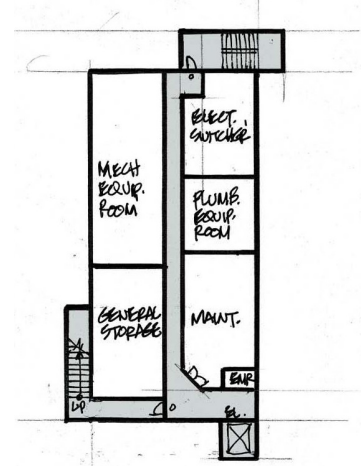
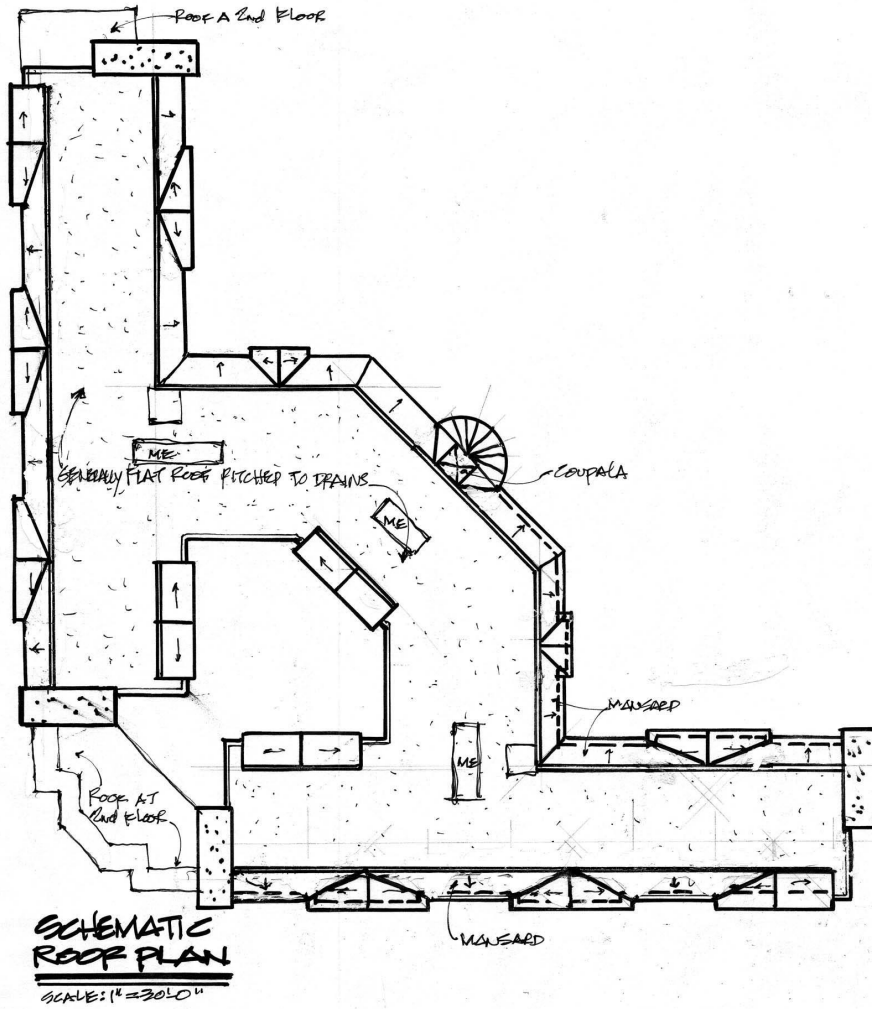


**SECOND FLOOR** — (43) 1BR + (4) STUDIOS — 37,820 SF  
 SCALE: 1" = 30'-0"

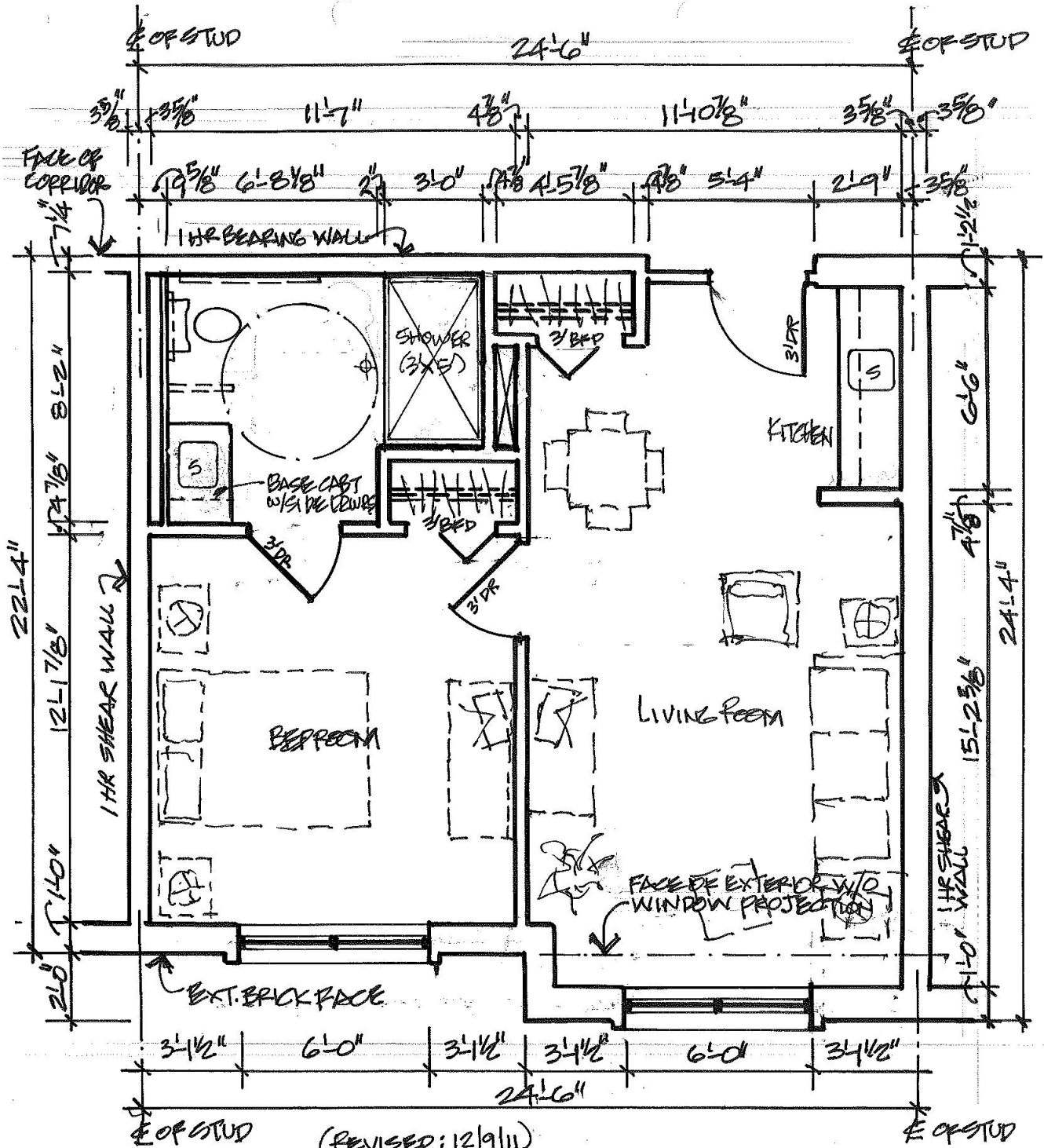


**THIRD FLOOR** — (40) 1BR + (4) STUDIOS — 35,136 SF  
 SCALE: 1" = 30'-0"

BASEMENT, ROOF, AND CENTRAL AREA SCHEMATICS



PROPOSED FLOOR PLAN: ONE-BEDROOM APARTMENT UNITS



**TYPICAL ONE BEDROOM W/ PROJECTED WINDOW**  
 SCALE: 1/4" = 1'-0" (571 GROSS SF)  
 (TYPICAL ONE BEDROOM W/O PROJECTED WINDOW IS 547 GROSS SF)



## NEWS RELEASE

FOR IMMEDIATE RELEASE:  
December 16, 2011

FOR MORE INFORMATION, CONTACT:  
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(860) 560-5689 or (cell) 306-3777

### **Larson and Blumenthal Laud CRT on Veterans' Project in Newington** *Assisted living facility will be built on the Newington Veterans Campus*

HARTFORD—Congressman John Larson and Senator Richard Blumenthal are proud to support a recent announcement by The Department of Veterans Affairs in Washington, D.C that Community Renewal Team has been selected as the preferred developer for a new Assisted Living Facility for aging or disabled veterans and their spouses. The new location will be constructed and operated at the VA Connecticut Health Care System, Newington Campus.

The residence will include 100 studio- and one-bedroom apartments, as well as many space for activities, dining, medical care and more. This project will be modeled on The Retreat, CRT's award-winning assisted living home for low-income seniors in Hartford. Seniors enjoy a beautiful setting, appropriate medical and social supports, and an outstanding array of activities that support personal growth and community involvement.

"We are excited about the benefits that a new project of this type will offer," said Lena Rodriguez, President/CEO of CRT. "We recognize that bricks-and-mortar alone do not provide stability and a high quality of life. This is where our Steps to Success (STS) strengths-based, holistic case management model would come in to provide the veterans and their families the services they need in order to develop and achieve their short and long-term goals."

The Newington project will build on two of CRT's areas of demonstrated expertise: Assisted living for low-income seniors and services to Veterans.

"I am very pleased to see that the Department of Veterans Affairs has chosen our very own Community Renewal Team as their preferred developer for a new assisted living facility for veterans and their spouses," Congressman John Larson said. "The Community Renewal Team has a strong track record of creating top-notch, assisted living facilities as evidence by 'The Retreat' in Hartford. Our veterans deserve the best care possible from the moment they put on the uniform, to when they return home and throughout their years ahead. I look forward to the completion of this project, which will once again ensure the highest quality of veterans care at VA Connecticut Healthcare System."

CRT also operates a 12-bed transitional residence for homeless veterans in East Hartford, and is the state's only provider of Supportive Services for Veteran Families, designed to help very low income Veteran families who are at risk of homelessness.

"As our veterans return home, we must keep faith with them and provide the services they need. I am proud to have supported this effort and very pleased that the Community Renewal Team has been chosen to undertake this important project of providing a place for military veterans and their families to access affordable, assisted housing when they return home," said Senator Richard Blumenthal, in a statement released October 26.

For more information about the Veterans Landing project, please contact: **Lena Rodriguez**

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