

## **D.1 Consistency with Three-Year Program and Expenditure Plan**

The proposed David & Margaret TAY Apartment project is consistent with the Mental Health Services Act (MHSA) Community Services and Supports Plan (Plan) in its objectives, planning, design, social services and targeted populations. The project will focus on providing supportive housing which is permanent affordable housing coupled with services, which are described in subsequent sections, that are “accessible, community-based, client-centered, culturally competent and encompass an interdisciplinary approach.” The services will provide an enriched living experience for tenants to improve and maintain physical and mental health, gain increased independence, reduce homelessness, and live in a safe and secure housing environment through a customized mix of services provided by the project sponsor, David and Margaret Home, Inc. DBA David & Margaret Youth and Family Services (D&M), in conjunction with other local non profits and the LA County Department of Mental Health. In addition, the project targets the homeless Transition Age Youth (TAY) with a mental illness population, which is an identified target population. This project will directly address identified and desired outcomes of the Plan, including but not limited to: decreased days of homelessness and in emergency shelters/transitional housing; increased number of days of permanent housing; increased access to benefits, mental health and substance abuse treatment; increased physical health stability and increased access to vocational and educational opportunities for the identified target population of homeless TAY with mental illness.

## **D.2 Description of Target Population to be Served**

The target populations for the David & Margaret TAY Apartment project are MHSA eligible homeless TAY as defined by the MHSA program guidelines. The project will dedicate 10 units of supportive housing to TAY that meet the MHSA definition of homeless, are between the ages of 18 and 25 or 16+ if emancipated from the foster care system upon move-in, and have been diagnosed with a severe and persistent mental illness or severe emotional disturbance. In addition, they will have an income at or below 30% of AMI. The population will have a variety of special needs that may include money management education, employment training and referrals, mental health services, medical care, substance abuse treatment and social and recreational services.

## **D.3 Tenant Selection Plan**

The David & Margaret TAY Apartment Project will be a new construction 44 unit apartment project in the City of La Verne. There will be approximately 10 units (8 one-bedroom units and 2 two-bedroom units) reserved for the MHSA eligible TAY population. The remainder of the residents will be homeless youth ages 18 to 25 which do not have to have a disability to be eligible. There will be one two-bedroom manager unit.

### **1) Tenant Selection Criteria:**

The 10 MHSA Supportive Housing units will be restricted by MHSA regulations. Households that qualify for the units will need to be between the ages of 18-25 (or 16+ if emancipated from

the foster care system), homeless and be eligible to receive MHSA services in Los Angeles County. The units will be restricted to households with incomes at 30% AMI or below.

One unit will be reserved as a manager's unit. The remaining units will be restricted by MHP Homeless Youth program guidelines, and will be available to tenants between the ages of 18 to 25 with incomes at or below 40% AMI.

## 2) Other Eligibility Criteria:

An applicant will need to assure the property management firm that, with assistance from the applicant's Single Point of Fixed Responsibility (SFPR): they will be capable of living under the terms of the lease.. Additionally, The Los Angeles County Department of Mental Health (LACDMH) will need to certify that the applicant is an MHSA-eligible LACDMH client with an SFPR.

## 3) Referrals and Outreach:

Lease-Up: Referrals will be taken from LACDMH after they have been certified as MHSA-eligible with an assigned SFPR.

All units will be marketed through advertisements in local newspapers, which will describe the purposes of the property and eligible income levels. The MHSA units will be marketed to MHSA programs run by LACDMH. Referrals will also be taken from local community based service organizations and from homeless service providers in the area who serve the mentally ill and TAY. Care will be taken to communicate with community agencies prior to the initial rent-up period, and then on a regular basis thereafter about the availability of units, paying particular attention to notifying agencies and organizations that focus their activities on homeless and chronically homeless mentally ill adults and TAY.

Wait list Procedure: The waiting list will be reviewed as each vacancy approaches, to make sure that there are sufficient income- and TAY- eligible applicants at the time.

If not, notices will go to the appropriate referring agencies. A waiting list of eligible prospective tenants will be maintained at all times. As a unit becomes available, the next person on the list will be contacted. If that person cannot be reached by property management or their case manager within two weeks, they will be moved to the bottom of the list and the next person will be contacted.

## 4) Referral Sources:

The Project Sponsor will follow and comply with the MHSA Housing Program Tenant Referral and Certification Process as defined by LACDMH.

## (5) Application Process:

a. The project's affirmative fair housing marketing will be critical and will be in compliance with HUD (24) CFR part 200.620 (a)-(c). Marketing will invite applicants to apply to the waiting list. The initial application will describe the units and the varied targeting requirements of the project. Applicants will mark those income, family size, and disability criteria that apply in their case. Qualified applicants will be added to the waiting list based on this initial self-screening. Current contact information will be requested. People without a current address will be asked to name a third party (friend, case manager, clergy, etc.) where they may be notified of a vacancy. The onsite service coordinator or case manager will offer to sit beside the applicant to help fill out the form. Referring agencies will be trained so that applicants can complete the task with people that they trust. Applications received before the initial rent up will be included in a lottery to be held to determine ordinal position on the initial waiting list of 100 applicants. Thereafter, qualified applicants will be added to the list based on the date of the delivery of their initial application. (Applications that arrive simultaneously--as in the same day's mail--will be randomly selected for date and time order). Applications will be submitted to the property management company. The waiting list will be closed after 100 names and reopened when the list gets below 50 names or when the list no longer has eligible candidates for any one of the target populations.

b. Property management staff will use e-mail, phone calls, and the postal service to actively work the waiting list, regularly notifying applicants of their position, communicating regularly with both applicants and third party contacts, to inform applicants and referring agencies of impending vacancies. Because an applicant's situation will likely change over time, all applicants will be notified of a vacancy regardless of position on the waiting list, or assumptions about a waiting list applicant's disability or income. The vacancy notification will list the unit's restrictions and state that the unit will go to the earliest waiting list applicant that meets the qualifications. Interested parties will be given two weeks to respond to the invitation. The notice will also state that, should no one on the waiting list qualify for that particular unit, property management will recruit applicants from among referring agencies and the general population. The waiting list (with names omitted) shall be made available to prospective tenants upon request.

Applicants will be removed from the waiting list if any of the following are true: (1) an applicant asks to be removed, (2) an applicant fails three times to respond to requests for information or confirmation of interest, or (3) the property management company or referring agency, after reasonable effort, can no longer locate the applicant.

c. Once an applicant has been identified as the first person on the waiting list to meet the targeting restrictions of the unit, a full application will be taken. This application will be processed in a supportive and open process. The task of property management is to judge the applicant's ability to (a) pay rent on time; and (b) live under the terms of the lease. Property management will do this by doing a credit and criminal background check to screen for violent behavior, reviewing information on the application form, checking with former landlords and meeting with the applicant and any support service staff the applicant may wish to bring for support. If property management has concerns about an applicant's ability to conform to (a) or (b), above, there will be a conversation about reasonable accommodations on the part of the project or support from the applicant's service providers. The property management agent will

work with the supportive service staff as required to ensure timely processing of the application review.

d. The property management company will, after reviewing the application and checking references, in writing: (1) notify the applicant that they have been accepted; or (2) notify the applicant that they are accepted under certain conditions (e.g. money management by the support service agency); or (3) notify the tenant that their application has not been accepted for the stated reasons. In the third case, the applicant will be offered the opportunity to discuss the letter with property management and/or appeal the decision to the sponsor's asset manager.

#### (6) Tenant Screening:

All applicants will be screened for:

- Verification that income is at or below 30% of AMI by using the Housing Authority, County of Los Angeles (HACOLA) or equivalent documents as provided/required by LACDMH.
- Verification of homelessness as defined by HUD using forms provided by HACOLA or equivalent document as provided/required by LACDMH.
- Verification that the applicant is a LACDMH client with a SFPR and is MHSA eligible.

In addition to meeting the above requirements, MHSA supportive housing tenants must also meet the below criteria:

- Timely and substantially completed applications. (Property management will work closely with applicants and their case manager/SFPR, if applicable, to facilitate this.)
- Ordinal position on a waiting list.
- Income restrictions as per regulations.
- Ability to pay rent each month as determined by property management review of credit information, third-party income verifications, and conversations with support service providers. In addition, a signed affidavit and/or a tax return may be requested from applicant.
- A credit and criminal background check will be run on each applicant prior to processing the application. Bad credit must be explained. Persons must satisfactorily prove income sufficient to pay the rent and have enough for basic expenses.
- Ability to get along with his/her neighbors and refrain from interfering with the right of quiet enjoyment of others in the community.

Applications will be processed by the property management staff who will contact the applicant and/or supportive service staff working with the applicant (directly or through the third party contact) and, with the applicant's permission, the referring service provider to schedule an interview. The interview will take place in the vacant unit, and include a property management representative, the applicant, and any supportive persons the applicant may wish to attend the meeting, including case management/SFPR representation).

#### (7) Reasonable Accommodation:

Applicants judged by property management to be unable to meet the above standards will be notified in writing of the cause of the denial. Given the characteristics of potential tenants for the MHSA units, management will remain open to negotiating with tenant and supportive services staff in regards to reasonable accommodation due to their disability. Applicants eligible for the MHSA units will be reviewed on a case-by-case basis, and management will work closely with supportive services staff to determine reasonable accommodations for MHSA housing applicants. Examples of reasonable accommodation can include, but may not be limited to, credit history requirements. Should a tenant be denied for tenancy, their denial letter will include an attachment outlining the appeals process and the support service agencies and arbitrators that may assist the applicant in an appeal.

#### (8) Appeals Process:

If a tenant at the David & Margaret TAY Apartment project believes that management has acted so that their rights or status are adversely affected, or if they believe that management has not complied with the terms of the residential lease it entered into with them, then they are entitled to a hearing in accordance with the project's grievance and appeal procedure. A tenant may request a hearing if they have a complaint about another tenant concerning their health and safety or others' health and safety or if the complaint in reference to the other tenant involves the maintenance and management of the project. If a tenant applied for a unit and was rejected, they also have the right to request a hearing.

At the request of the tenant/applicant, supportive services staff/SFPR may be present at the hearing. The full appeals policy will be included in the management plan.

## **D.4 – Supportive Services Plan**

### **DESCRIPTION OF SERVICES**

- **Primary service provider and experience providing supportive services to the target population.**

The target population for this proposed permanent supportive housing project is Transitional Age Youth (TAY) between the ages of 18-25. The apartments will be open to all MHSA-eligible Department of Mental Health (DMH) clients who are homeless or at risk of homelessness TAY (ages 18-25) or emancipated foster youth (ages 16+) with severe and persistent mental illness or severe emotional disturbance. David and Margaret Home, Inc. DBA David & Margaret Youth and Family Services (D&M) will be the primary service provider for the proposed D&M Transitional Age Youth (TAY) apartment project. D&M has been providing supportive services to TAY for over 28 years. The agency first saw the need to provide this service to its own clients who were aging out of the foster care system and D&M's residential program, with no place to turn for support. The agency was able to allow a few graduates to live in established apartments on the campus, with established behavioral guidelines, as well as expectations of work and/or school involvement. Supportive services were provided to these youth to help them find a job, establish bank accounts, access services, and enroll in educational services. About fifteen years ago D&M opened up one of its group homes for TAY female tenants and continued to provide supportive services, but without any secured funding, had to close the home after approximately one year. Nevertheless, we were able to maintain the four apartments on our campus for transitional living. Beginning January 2006, the agency secured a contract with Los Angeles Homeless Services Authority (LAHSA) to provide transitional living and supportive services for up to ten clients, four female and six male, ages 18-21. In July 2006 D&M secured another contract with LAHSA for another twelve beds, six male and six female, ages 18-21. These two contracts are run out of three six-bed homes in the community and four apartments on the D&M main campus.

The TAY currently receiving services in the D&M program are comprised of foster youth who have aged out of the Department of Children and Family Services (DCFS) system, probation youth, Kin-Gap youth (those youth who were living with relatives before turning 18, but still in the DCFS system), and/or homeless youth. The program provides room and board, support and encouragement, and offers youth the guidance and life skills needed toward independence and self-sufficiency in early adulthood. Services include but are not limited to:

- Referrals for mental health services, including substance abuse services,
- Individual goal-setting sessions/Individual Service Plans (ISP),
- Educational services to assist with GED coursework, college or vocational courses, financial aid and scholarships,
- Career Development Workshops consisting of interviewing skills, resume writing, resources for job placement and success in the workforce,
- Workshops and resources to help with financial literacy; money management skills, building good credit and opening/managing bank accounts,

- Networking in community activities/programs to assist in developing healthy social relationships
- Trained staff available 24/7,
- Referrals for child care services,
- Referral for mentoring relationships, and
- Crisis intervention and referrals to other supportive services.

In January 2009, D&M began a contract with the Los Angeles County Department of Children and Family Services (DCFS) to provide 10 beds for Transitional Housing Program (THP) Plus TAY, ages 18-25, where supportive services are an integral part of the program in making sure the TAY are successful and become self-sufficient.

- **Proposed supportive services and availability to tenants.**

This permanent supportive housing program will be different from and separate from our existing transitional programs, and the housing will be in a separate location on our campus that will be separated by a wrought iron fence with a walk-through gate for accessibility by staff that may interact with both programs. It is expected that, for the most part, the tenants will not be accessing the D&M campus area unless their therapist's office is there and they choose to go there to see their therapist. The D&M residents, and staff not associated with the apartments, will not be accessing the apartment area. There will be one FTE (Full Time Equivalent) Case Manager assigned to work only with the ten MHSA tenants. There will be a community building where tenants will be able to meet with their Case Manager and access many of the supportive services on-site, including mental health services for those under the age of 21, through D&M mental health services. Off-site mental health services may be provided by Pacific Clinics who we currently work with for some of our tenants, or another DMH provider of the tenant's choice. We will work with Prototypes to arrange a formal agreement to be the main provider of mental health services to those over 21. Supportive services will include but not be limited to the following:

**On Site** (Services will be provided and/or coordinated by D&M staff)

- ✓ Individual goal-setting sessions and development of an Individual Service Plan (ISP)
- ✓ Mental health services, including assessment, plan development, individual therapy, family therapy, case management, rehabilitative services, case consult/treatment planning conferences, collateral, and medication support services for those up to age 21,
- ✓ Referrals to and linkage with general relief, medical services, educational services, literacy services, employment services, mediation services, child care services, and Independent Living Program (ILP) services in the community,
- ✓ Services to assist with and linkage to educational resources including GED coursework, college applications and enrollment, financial aid applications, etc.
- ✓ Career Development Workshops consisting of interviewing skills, resume writing, resources for job placement, filling out job applications, and success in the workforce, and
- ✓ Workshops and resources to help with financial literacy; money management skills, building good credit and opening/managing bank accounts.

Referral for mentoring resources for those who want to be matched with a mentor to help support them in their learning and maintaining their housing. D&M will work through their mentoring program for resources for mentors as well as contacts with community resources. The D&M Mentoring Program recruits and clears community volunteers to be mentors for youth in the foster care system. Through that program, D&M has connections with other mentoring service providers with possible resources for TAY mentors. D&M also finds volunteers who may prefer to be a mentor to an older youth and will clear them and refer them to be mentors for those tenants who may want one. All mentors cleared through D&M fill out an application and provide four references. They also go through the livescan fingerprint clearance and background check, provide a copy of their driver's license, car registration, and insurance, a DMV printout for their driving record, and receive a TB test. Once they are cleared, they go through 4-6 hours of training to educate them on what a mentor is and is not and how to mentor the youth they will be working with.

### **Off Site**

- ✓ Mental health services, including medication support and psychiatric services if necessary,
- ✓ Services to assist with educational services including GED coursework, financial aid applications, etc.
- ✓ Networking in community activities/programs to assist in developing healthy social relationships, and
- ✓ Linkage with community mentoring resources for those who want to be matched with a mentor to help support them in their learning and maintain housing.

D&M will secure letters of intent from each of the providers we currently work with, look for other providers that might enhance the supportive services options, and seek letters of intent to work with them once the project is open.

Each potential tenant will be made aware of the services available as they are deciding if they want to become a tenant. Once they become a tenant, the Case Manager will meet with the tenant and welcome them with a package of items that will be useful in setting up their apartment (such as some hygiene and cleaning supplies, phone numbers and addresses for local transportation, shopping, and entertainment, etc.), explain what services are available, what the tenant's options are in accessing the services and move forward with determining a plan for the tenant to access all the desired services. The Case Manager will also introduce them to other tenants in the program and set up a "mentor" tenant to help them with support and any questions they may have. All of these services are voluntary and participation in them is not a condition of tenancy.

- **Assessing supportive housing needs of each tenant.**

The Case Manager will meet with each tenant within a week of their arrival and establish an Individual Service Plan (ISP) with them, which includes an assessment of what services they have received in the past, what their goals are, and what services they will need to be able to achieve those goals. This will all be coordinated with the tenant's Single Fixed Point of Responsibility (SFPR) to ensure that the most accurate information is obtained and determine



whether it would be best for the tenant to switch to a new SFPR or maintain the relationship with the current SFPR. A new SFPR may be indicated if the tenant clearly wants a different one and/or the SFPR is far enough out of the area that transportation to and from would be burdensome. The assessment will be comprehensive in that it will measure employment skills and needs and educational accomplishments and needs, as well as medical, mental health, and independent living skills needs. When necessary, referrals will be made to other providers to help assess the tenant's needs in any of the areas listed. Of course, all referrals, the gathering of information, and the development of the ISP will be voluntary, tenant-driven, not a condition of tenancy, and designed to meet the individual's needs and goals.

- **How the supportive services plan promotes wellness, recovery and resiliency.**

D&M operates on the premise that integrated supportive services combined with permanent affordable housing is the most effective way to reduce homelessness, promote wellness, build resilience, and support recovery among people who are homeless and living with disabilities including mental illness, substance abuse, and other chronic illnesses. This permanent supportive housing program will combine on and off site services that include but are not limited to intensive case management and services coordination, benefits advocacy, primary and specialty medical care, mental health and substance abuse services, as well as educational, occupational, and employment services.

The services mentioned above are often critical to our tenants' ability to maintain housing, better manage the symptoms of their illnesses, and become more independent and self-sufficient. These services will help them address transitional issues as they establish themselves in a new place, connect with mental health and other services in the area that will give them a comfort level that they can access needed services when necessary, and help them either establish a plan for success in employment and education or continue with the plan they have. In addition to ensuring the availability of all the services the tenants need and desire, facilitating the development of a positive supportive community at the D&M apartments is one of the Case Manager's primary mandates. Living in a healthy, supportive community leads to feelings of safety and security among tenants – important emotional prerequisites for attaining wellness, recovery, and resilience. Further, helping to build a healthy community within their building provides tenants with meaningful activities, increases their confidence and self-esteem, broadens their social support network, refines their interpersonal skills, and significantly enhances quality of life.

The D&M program will include a tenant support group that will meet weekly in the community center of the apartments and will assist the tenants in working through challenging experiences they are having, provide support for each other in achieving their goals and dreams, and provide avenues for making positive changes to the program. Other topics will be determined by the needs/desires of the group and may include: Accessing Transportation, Tenant Rights, Recreational/Social Opportunities in the Area, Suggestions for Improving the Services, etc. The D&M program will also include a wide range of workshop opportunities organized and implemented by tenants and staff. The workshops will be presented by both D&M staff and outside experts. These workshop activities that help promote wellness, recovery, and resiliency include: 1) Life skills enhancement (meal planning, shopping, and meal preparation, time management basics, housekeeping, techniques for communicating clearly, money management

fundamentals); 2) Educational Services including assistance with GED coursework, college applications, financial aid applications, etc. 3) Career Development Workshops consisting of interviewing skills, resume writing, resources for job placement, filling out employment applications, and success in the workforce; and 4) Financial Literacy Workshops that include resources to help with financial literacy; money management skills, building good credit, and opening/managing bank accounts.

The schedule of workshops will vary throughout the year to best meet the needs and interests of the tenants. The tenants will be actively engaged in determining what workshops are offered and strongly encouraged to participate in their implementation. The aim is to develop a healthy supportive community within the building, foster a sense of ownership, and develop leadership among tenants. By participating in the design and delivery of the workshops and services, tenants are able to work together, develop self-confidence, and draw on their own strengths and capacities.

The Case Manager will work with each tenant to help them see the need for learning skills ahead of time, attending therapy regularly when appropriate to continue overcoming difficult issues and promoting positive mental health, having regular medical checkups, and applying for vital services before an emergency occurs. The Case Manager will include current tenants in the process to share their experiences of why this is important. The Case Manager will help each tenant set up a support system that is tailored to meet their needs, help them grow and improve upon their abilities, help them become self-sufficient, and help them understand the importance of giving help and supporting others in the process.

- **Supportive service staffing pattern and duties.**

There will be 1 FTE Case Manager for the ten (10) MHSA tenants, a .25 FTE Service Coordinator (SC), and a .2 FTE Program Assistant. The Case Manager will be responsible for orienting the tenants to the apartment services; the planning and coordination of the tenants' Individual Service Plans; responding to tenants in emergency/crisis situations; overseeing and assisting the tenant support group; helping tenants access desired services; coordinating and carrying out on-site services including those noted above, responding to tenant grievances; documenting interactions with the tenants and services provided; and working with the SC to interface with community providers. The extent of involvement by the Case Manager with the tenant support group will be determined by the tenants involved. The Case Manager will be available to help organize the group, arrange for a meeting place and time, get the group initiated, encourage tenants to participate, attend the meeting if the tenants desire, and provide on-going support and information.

There will also be other supportive staff including: a .75 FTE SC, and a .8 Program Assistant, to assist the non-MHSA clients in the apartments. The hours for the MHSA tenants' Case Manager will be Monday through Friday, 8:30 a.m. – 5:00 p.m. with an adjustment in hours when necessary to meet the needs of the tenants and provide vital services. The supervisor for the Case Manager, the Service Coordinator (SC), who will work as a .25 FTE employee in the MHSA program, will serve as backup if the Case Manager is unavailable, and will be available during the following hours: 8:30 a.m. – 5:00 p.m. The SC will be responsible for the overall supportive services program (both on-site and off-site) in the apartments, and assuring that the

tenants are able to access the needed services. The SC will be responsible for building and maintaining ongoing relationships with all outside service providers. The SC will meet with the Case Manager on a regular basis to ensure that the tenants are receiving the services established in their ISPs, that the Case Manager is making appropriate documentations in each file, and to follow up with any grievances as necessary. The SC will also serve as a liaison for the DMH staff to coordinate referrals and placements, as well as respond to any other concerns that may arise. There will be a property manager on-site 24/7 to respond to property issues. They will be trained not to respond to issues not dealing with the property, but to help the tenant contact the on-call staff if necessary to handle other emergency issues. The SC or Case Manager will be on-call after hours to respond to service emergencies, discuss the situation with the tenant involved and determine if further action is needed before morning. If further action is needed, the on-call staff will help connect the tenant with whatever the needed emergency services are. Each tenant will be given the on-call emergency number. If necessary in an emergency/crisis situation and there is reason to believe that a tenant is in danger and not responding to requests to allow staff to enter their apartment, the police will be called to assess the situation.

Of course, special supportive services will be available off-site as well, through various emergency providers whose contact information will be provided to the tenants. This would include but not be limited to the following: 911 services for dangerous and life threatening needs; access to local hospital emergency rooms; after hours access to the county ACCESS Crisis Intervention Unit (CIU) where a tenant will receive help in calling 911 if necessary, transportation to the nearest LPS designated hospital if possible, and the ability to receive crisis counseling over the phone and a referral to the appropriate service, including linkage to the Psychiatric Mobile Response Team (PMRT) for next day follow-up response.

- **Frequency of contacts between supportive services staff and MHSA tenants.**

The frequency of contacts between the supportive services Case Manager and MHSA tenants will vary based on the needs of the tenants, their desires for contact, and how long they've been in the program. Initially the Case Manager will offer to meet with the tenant several times a week until they have completed their assessment and ISP and are connected with the needed services. We expect that formal contact will be at least twice a week with multiple informal contacts for those tenants who wish to have this contact. The Case Manager's office will be in the community building on site at the apartment complex and will be available there for tenants to access on an "as needed" basis. Many of the issues may be handled on an informal basis, but the Case Manager will be available to set up an extra formal meeting if necessary. The Service Coordinator (SC) will also be on site at the community building occasionally, and available for informal contact, if necessary. As the tenant adjusts to their ISP and is connected to all the needed services, the formal contact will generally diminish to once a week and then perhaps once a month, with a number of informal contacts. Again, the contact, both formal and informal, will be determined by the needs and desires of the tenant.

- **Where services will be delivered, community linkages and how they will be accessed.**

Most on-site services will be provided in the community building that will be centrally located at the apartment site. The Case Manager's office will be there as well as a private room for tenants to be seen by a therapist if they choose to be seen there. A tenant may also receive services in

their apartment if they choose. There will also be a technology center where tenants will be able to access the internet for training, information gathering, job searching, making community linkages, etc. On-site workshops and independent living skills training will also take place in the community building.

The majority of the off-site supportive services linkages are all within a ten mile radius from the apartments, with a few between 10-18 miles away (see D5 for a detailed chart). After the tenant and Case Manager have determined which off-site supportive services the tenant will access, the Case Manager will work with the tenant to make sure they know exactly how to access the services. There is public transportation (bus) within a few blocks of the apartment complex and there is a Metrolink station within 2.5 miles that they can access via the bus. The Case Manager will help the tenant navigate the public transportation system and go with the tenant, if so desired, to introduce the tenant to the service providers. An agency vehicle will be available in an emergency situation when public transportation won't meet the needs of the client. For example if a client needs to get to a hospital or emergency clinic as soon as possible but does not need an ambulance. D&M will work to have some funds available from foundation grants or other donations, for tenants during the first month, if they need assistance for a bus pass.

As far as other community resources, there are grocery stores, restaurants, fast food places, movie theaters, and specialty shops within 1.5 miles of the apartment site and a large mall within 7 miles, all of which are accessible by public transportation. There are two community colleges (Mt. San Antonio and Citrus) and a private college (Azusa Pacific) within 10 miles and another community college within 15 miles (Chaffey). There is a four-year university, Cal-Poly Pomona, within 10 miles and a private university, University of La Verne within one mile. There are two public libraries available, within 1.5 miles. All of the schools and libraries are very accessible by public transportation.

- **Approach to providing supportive services to the MHSA Housing Program target population while addressing the specific needs and issues associated with the target population and protecting tenant privacy.**

D&M policies include a philosophy based on our "*Values of Care.*" We firmly believe that all staff and clients should be treated with the same values of Integrity, Mutual Respect, Knowledge, Teamwork, Choice & Accountability, Safety, and Service, demonstrating that participants are free from arbitrary and capricious rules; the right to understand all rules in writing and in appropriate languages and formats, the right to appeal any loss of benefits or services before they are suspended (unless imminent physical harm to someone would result); the right to a grievance procedure.

D&M remains committed to these important core values upon which we were founded. It is vital that we not only utilize these values as guideposts and encourage others to do likewise, but that we also incorporate the following beliefs in service delivery:

- Every individual is of great value and worth,
- Every individual has the right to love and be loved,
- Every individual has strengths,
- Every individual has the right to be cared for with dignity at all times,

- Every individual has the right and freedom to make choices, and
- Every individual has the right and the responsibility to actively partner in the personal development process.

It is our duty to ensure that all the programs and services provided to youth and families by D&M are delivered according to the highest standards of professionalism, and that we maintain a safe and nurturing physical and emotional environment in which to live, learn and grow. By doing so, we create and maintain a model of service in which we share, change and lead by these vitally important values and ideals.

Following these *Values of Care*, the D&M Case Manager will engage each MHSA tenant in order to help them feel comfortable and desirous of developing a comprehensive and coordinated Individual Service Plan (ISP). The Case Manager will then work with all necessary service providers to be able to establish a coordinated assessment in order to provide the tenant with the best information possible on which to base a decision of which services would best meet the needs of the tenant. An ISP will then be established that includes client-driven goals that are recovery-focused and strengths-based. Through a psychosocial-rehabilitation approach, each tenant will be encouraged to participate in the activities, events, and classes/workshops that will best help them achieve their goals. Each tenant will also be encouraged to participate in volunteer and work opportunities, while continually striving to achieve normalization and integration into the community. All supportive services will be ongoing and geared toward creating an empowering environment by maximizing the decision-making skills of the tenant and fostering self-sufficiency. In all of the efforts to inform and engage the tenant in accessing supportive services, their right to choose which services will work best for them will be respected and encouraged, while helping them process the pros and cons of any decisions they are considering. Their privacy will be protected at all times by making sure all HIPAA guidelines are followed in setting up assessments and linkages, and their rights to confidentiality preserved. The Case Manager and property management staff will explain to each tenant upon move-in what the tenant privacy and other rights are, including when staff may enter their unit.

TAY tenants have very unique needs and the Case Manager will work diligently to proactively address those needs. These may include feelings of independence, isolation, wanting to do things on their own, not feeling as prepared as they should be, etc. as it may be the first time they have been in their own apartment and have the responsibility of maintaining it. They may not feel adequate at knowing what to do on their own since many have been told what to do their entire life, yet they may feel independent and like they can now do whatever they want because there is no one else to tell them what they have to do. The Case Manager will address these feelings directly as they meet together and establish the ISP, helping them see the benefit of accessing needed services and how those services can help them achieve the goals they have. The workshops that will be presented will cover issues of independent living and how to handle different situations from bank accounts to phones and menus. The Case Manager will also ensure that each tenant is introduced to other TAY tenants in the apartments that may be of support, see if the tenant is interested in a mentor for on-going support, encourage the tenant to get involved in the tenant support group, and help the tenant become familiar with the larger community and resources available.

After the ISP is established and supportive services have been put in place, the Case Manager will continue to work with the tenant on an on-going basis in order to ensure that the established services are successful or changed/modified to those that would be more helpful. This will help the tenant be successful in their living arrangement. The Case Manager will also solicit feedback from the tenant in order to help determine what is working, what isn't, and what can be done to help them better achieve their goals. A group discussion opportunity (i.e. tenant support group) will also be provided for those tenants who wish to work with other tenants in making improvements to the system and helping others through the process.

Records will be kept for each tenant in order to track what services have been set up, which are received and the results of the services provided. The records will be kept HIPPA compliant in a locked file behind a locked door. Only the Case Manager, SC, and auditors will have access to these files. On a monthly basis the Case Manager will meet with their supervisor to review a summary report on tenant outcomes and evaluate how well they are following through on their ISP and how well it is addressing their needs. Based on this evaluation, the Case Manager will work with the tenant to modify the ISP or ISP implementation and help improve positive outcomes, if necessary.

As the Case Manager works with the tenants he/she will consider and discuss with them any concerns they may have regarding cultural, gender, and/or linguistic issues. If it is determined that the tenant needs more assistance in any of these areas, than the Case Manager, or SFPR are able to take care of, the Case Manager will work with the SFPR and/or the SC, to make arrangements, referrals, and/or linkages to another staff member or off-site agency/provider/group that will be able to better meet the tenant's needs. As these issues are addressed, the tenant's privacy will be respected at all times and HIPPA guidelines will be followed.

### **SELF-DETERMINATION AND INDEPENDENCE**

- **How the supportive services plan will assist tenants in working towards self-determination and independence.**

As the Case Manager works with the tenant, they will stress the importance of the tenant gathering all the vital information necessary in order to make informed decisions, then allowing them to make each decision based on what would be in their own best interest. The Case Manager will not allow the tenant to rely on them for decision making but will instead help the tenant work through the process themselves, while allowing the tenant to use them as a guide, if necessary. The Case Manager will help the tenant learn how to make positive decisions as they establish their ISP and determine which services to engage. The Case Manager will also help the tenant personally access and establish the services, thus learning how to navigate the system and receive needed assistance from others. The process itself will be a learning experience for the tenant in self-determination and independence. As the relationship between the Case Manager and the tenant develops, it will also be a learning experience for the tenant in establishing positive, working relationships. The Case Manager will continue to help the tenant receive the training and experience needed to be able to learn good independent living skills as well as good people skills and good job skills. The therapy piece of the supportive services has the potential

to help the tenant overcome difficulties they may have in feeling confident and approaching others in a positive way in order to accomplish desired tasks. It will also help them develop better social and decision-making skills.

The Case Manager will be responsible for tracking and charting the effectiveness of the supportive services provided in order to determine outcomes and how to improve upon the services available. Staff will work with other TAY providers and DMH to identify and implement appropriate measurement tools to be able to provide outcomes and use the results to improve the system.

- **The specific community services/linkages that will be available to the tenants to assist them in achieving independence.**

Specific services/linkages that will be available to the tenants to assist them in achieving independence include the following: Prototypes for mental health and substance abuse services; LA Works for job assistance, GED completion, temporary work placement, and resume writing; LA County Department of Public Social Services for general relief, food stamps, and Medi-Cal; US Social Security Administration for social security benefits; Los Angeles and San Bernardino County library systems for literacy training; Pomona Goodwill for WIA Program services as well as orientation and job interest assessment; Pomona Adult and Career Education Center for job training; Transitional Resource Center for Independent Living Skills services; Medi-Cal providers and Pomona Valley Community Hospital for medical services; various local 12-step groups for substance abuse support services; and Pomona Unified School District and the local GAIN office for child care services. These services will help the tenants achieve independence by helping them deal with and overcome mental and physical roadblocks to obtaining and maintaining a job, receiving job training towards better job opportunities, gaining a better education in order to get a higher level job, and receiving monetary assistance to be able to increase their educational opportunities. D&M will work to establish letters of intent with these providers in order to insure they are available to the tenants.

- **Peer facilitated groups or self help programs.**

According to the needs and desires of the tenants, there will be a weekly peer facilitated tenant support group in the community building in order to discuss how things are going in the program and what might be done to improve it. As noted above, the group will also assist the tenants in working through challenging experiences they are having, and provide support for each other in achieving their goals and dreams. Other topics will be determined by the needs/desires of the group and may include: Accessing Transportation, Tenant Rights, Recreational/Social Opportunities in the Area, etc. The group will determine how decisions are made (i.e. voting, by consensus, etc.) and who will be responsible for carrying out or implementing the decision that is made. A tenant can participate by showing up at the meeting and maintaining proper behavior within the support group. The Case Manager or a D&M staff will be present at the meeting to assist the tenants, if they so desire, in working through agenda items and determining recommendations to problems or concerns presented. The running of the group can be done by the tenants completely autonomous from the Case Manager, according to how the tenants determine to run the group. If it can be arranged for a mentor to help run the group and the group agrees, a mentor will be available to carry out those duties noted for the Case Manager or

D&M staff. Any recommendations from the meeting will then be presented to the Case Manager, SC, or Property Manager, by the tenant representative and/or D&M staff representative, as determined by the council, in order to determine how to best make the improvements suggested or help the council see why something may not be possible. If something is not possible, a staff member will be available upon request to help the group consider alternative suggestions that might accomplish the same goal. The group will also be able to share experiences as well as help each other navigate the system and be successful. Tenants will also be referred to local self-help 12-step groups as appropriate. These groups are located throughout the local communities with a variety of options from women only meetings, to type of addiction a person desires to deal with, and are on various days of the week.

## **HOUSING STABILITY**

- **Specific services and efforts to promote housing stability and retention.**

All of the services combined promote housing stability and retention, by helping each tenant feel supported and welcomed in the apartment community as well as the larger community, helping each tenant address and overcome issues that may potentially be debilitating, and helping each tenant develop positive relationships that will be supportive in difficult situations, such as a person to turn to when the tenant is having financial problems, someone to talk to and help find solutions when they have lost their job, receiving assistance in navigating the community college system to be able to gain a better education, etc. As the Case Manager works with the tenant, they will pay particular attention to helping the tenant get involved in the housing community as a resource for promoting stability and housing retention, as well as find outside community connections/linkages that will help the client desire to be successful, independent, and stable. They will help the tenant become knowledgeable in navigating the local transportation system and encourage a mentor relationship with another tenant who is successful and can be a support. Some of the most critical services initially will be to connect the tenant with job resources if they aren't currently employed and/or educational services to help them on their progression toward self-sufficiency and independence in order to have sufficient resources to maintain their housing. Another critical service will be mental health services to help tenants manage symptoms of their mental illness and help the tenant through this phase of their life as they adjust to a different living environment. The Case Manager will also make sure that the tenant has access to good financial and budgeting information early on, so they will be able to manage their money wisely. D&M staff will work with other TAY providers and the DMH TAY Division to identify an objective measuring tool that will be used to document and encourage the tenants' progression toward self-sufficiency and independence.

In an emergency or potential crisis situation, the Case Manager will work with the tenant to help them and encourage them to access the needed resources to resolve the emergency in a timely and satisfactory manner. The property management company will have someone on-site 24/7 in order to be able to deal with emergency property situations as they arise as well as help a tenant contact the on-call staff person to deal with other issues. A D&M staff person is available after hours to respond to emergency/crisis situations and help tenants work through them, or maintain, until the needed resources are available. In the case of a possible eviction, the Case Manager will be available to work with the tenant and Property Manager, or help the tenant access other



possible resources they might prefer, to try to resolve the issues that are leading to the possible eviction and come up with a positive solution to allow the tenant to maintain housing.

The buildings will be equipped with security cameras outside of the living areas in order to monitor the safety of the tenants and provide a better sense of security. All illegal activities will be prohibited on the property and tenants will be encouraged to report any concerns they may have about the safety of the area.

- **Services provided to assist tenants to remain in their housing.**

Along with the efforts noted above, the Case Manager will work with the tenant to ensure that they have the needed household items in order to appropriately run their apartment. In their regular meeting with the tenant, they will discuss how things are going and whether they are getting connected to the needed services, including connections with other TAY. They will also encourage them to discuss their experience with their therapist if they have one, and the importance of raising questions and issues with the Case Manager and/or therapist that might get in the way of them being successful. The tenant will be encouraged to be a part of the weekly peer facilitated group. Efforts will be made by the Case Manager to determine whether representative payee services are needed by the tenants in order to help them remain in their housing. If it is determined that they are, steps will be taken to establish this service. If a tenant is jailed or hospitalized, the Case Manager will be available to check into the situation, helping the tenant access any necessary help they may need, and work with the Property Manager to see what needs to happen in order for the tenant to be able to maintain housing. The Case Manager will then be available to the tenant, if they want the help, to work toward making that a reality. If the tenant were to get pregnant and have a child, the Case Manager would be available to help the tenant access needed services. If the tenant determines that they need a larger apartment, the Case Manager would be available to find out when the next two-bedroom apartment at the facility would become available. The Case Manager will also work with the SC in determining and developing resources to help tenants pay their rent under situations such as those noted above. If the tenant is in a Full Service Partnership (FSP) Program, the Case Manager will work with them to access funding for rental assistance if possible. For tenants not covered by this or any other resource, D&M will seek funds to establish a reserve account that tenants could access for up to 30 days of rent in a situation such as those noted above. The reserve account will be for those who have no other resources, have been jailed, hospitalized, or have another unusual and valid situation that prevents them from paying their rent temporarily, and have a good likelihood of being able to return within 30 days and successfully maintain all tenant guidelines and responsibilities.

The Case Manager will be available to help a tenant establish an eviction prevention plan when needed and will enlist the support of the SFPR. This may include accessing the resources as noted above, meeting with the Property Manager to determine exactly what the problem is that is leading to a possible eviction, coming up with an agreed upon plan to correct the situation in order to maintain the housing, and accessing the needed resources to be able to overcome the challenges as quickly as possible.

## **ENGAGING TENANTS IN SUPPORTIVE SERVICES AND COMMUNITY LIFE**

- **Engaging tenants in supportive services.**

Upon their arrival, the Case Manager (or their supervisor if they are unavailable for some reason) will make contact with the tenant within 48 hours, to welcome them and briefly inform them of the program and some of the services available, then make an appointment to have a more detailed and specific discussion about the needs of the tenant and the supportive services available. During the detailed and specific meeting, the Case Manager will clearly explain what services are available that apply to the particular tenant and find out which ones the tenant is most interested in. The Case Manager will work with the tenant to develop a tenant-driven Individual Service Plan (ISP) based on the discussions and an assessment of the tenant, including information from their SFPR, that will establish which services would best help the tenant achieve the goals in the ISP. The ISP will be completed within one week of arrival. As the complete assessment is carried out, the Case Manager will work with the tenant to begin engagement in those services that are most critical and obviously needed, helping the tenant see that the supportive services will help them accomplish their goals. The on-site services will generally be provided in groups of TAY, getting the youth involved in the presentation through the use of discussion and a variety of media resources, with refreshments provided and former TAY helping with the presentation when possible. In working with the TAY population, it is vital to find ways to help them adjust to their new surroundings and being a part of the apartment community. This engagement may be a key in helping them understand how services can help them attain their goals even though they may be resistant at first. This understanding may be of most help when coming from another TAY who has been through a similar experience.

- **Assisting tenants in developing a sense of community within the housing project.**

Prior to their arrival, prospective tenants will be mailed, delivered, or pick up information about the housing project and the sense of community that has been developed there. All potential tenants are able to visit the site prior to submitting an application and prior to acceptance, to make sure they will be able to make an informed decision regarding both the available housing as well as the services provided. An appointment for a visit can be made with either the Property Manager or the Case Manager, who will coordinate the pre-tenant visits. Upon their arrival, each tenant will be given a tour of the facility, as well as an explanation of the program and the various resources that are on-site. They will also be informed of the weekly peer facilitated tenant support group and encouraged to participate if they think they would find it useful. A mentor that is one of the tenants in the project will be available for answers and support that the new tenant may have.

Tenants will be advised of the services and activities available on-site through flyers posted on doors, a monthly calendar of events posted in public places, casual contact with service staff in common spaces, and the tenant council. Tenants will receive “welcome packets” that provide information on local amenities, public transportation information, and on-site activities. Although all services will be provided on a voluntary basis, staff will actively reach out to tenants on a weekly basis in order to engage them in the services program. The Case Manager will spend time in common areas to proactively develop relationships with tenants to encourage them to access the services they need. The educational workshops will be developed and

implemented by tenants and staff to foster community within the development and help the tenants become comfortable with the service staff.

- **Assisting tenants in re-integrating back into the larger community.**

To help facilitate re-integration into the larger community, the Case Manager may facilitate introductions between the tenants and a variety of activities in the local community, including recreational activities of bowling, movies, outdoor parks and recreational facilities, local community recreational programs, hiking/skiing/camping in the local mountains, miniature golf, etc.; educational opportunities at the local community colleges of Mt. Sac, Citrus, and Chaffey, as well as other colleges such as IT Tech, etc.; job training and opportunities through LA Works, Pomona Goodwill WIA Program, Pomona Adult and Career Education Center, California Conservation Corps, Bonita Unified School District WIA Program, C-TECH (Career & Technology Education Center that includes training in construction, ceramic art, fleet maintenance, landscape design, and water delivery operations), etc.; local self-help groups that include most of the 12-step programs; local libraries that are connected with the Los Angeles and San Bernardino County Library systems and services that are provided there; where local shopping places are; and encourage tenants to seek out activities that interest them. D&M staff will work to establish letters of intent with the applicable programs mentioned above in order to make access to the resources as smooth as possible.

If a tenant decides to move out of their unit and on to other pursuits, every effort will be made to help them locate an affordable housing arrangement that will work best for them. In determining the best place to look for a place to live, the Case Manager will help the tenant consider what their on-going needs might be in order to continue to accomplish the new goals they have established, and what area might be best to live in to help them continue to meet those goals. The Case Manager will help the tenant locate desired services, making sure that future access will not be too difficult, but as convenient as possible. If it is determined that the tenant is best served by remaining in their apartment unit past age 25, they will be allowed to stay and D&M will continue to work with them to determine the best time to leave (see the section below for more details). For those who are moving, if requested, the Case Manager will assist the tenant in making a decision and following through with the arrangements to make the move. Once the decision of where to live has been made, if requested, the Case Manager will help the tenant locate any needed services/community connections in the new area, as well as help make arrangements to check them out ahead of time so that the transition to new providers/groups/services, will be smooth. The Case Manager will follow up with the tenant at 3 months, 6 months, and one year to make sure the former tenant is doing well and still progressing toward greater independence and self-sufficiency, if the tenant gives permission. During that time, the Case Manager will be available as a support in helping the former tenant access any further needed services as well as be a “sounding board” to be able to talk through challenges when they arise, if needed.

- **Transition plan for when youths age out of this development.**

Prior to a tenant aging out of the Transition Age Youth (TAY) service delivery system, the Case Manager or D&M staff will coordinate the development of a housing transition plan with the tenant, the primary mental health service provider, DMH, and other members of the tenant’s

support system. The purpose of the planning process will be to develop a housing transition plan based on the tenant's long term housing goal(s) and assessment, and on-going evaluation by the primary service provider and onsite coordination staff. The components of the plan will include the tenant's stated long term housing goal(s) and a mutually agreed upon action plan with the necessary steps to achieve the stated goal(s). The housing transition plan will be in concert with the tenant's transfer from the TAY to the adult service delivery system. This planning process will be initiated thirty days after each tenant's 25<sup>th</sup> birthday with a minimal of three quarterly meetings thereafter with the aforementioned parties. The quarterly meetings will be used to assess and re-evaluate the housing goal(s) to determine if the goal(s) should be amended or eliminated. During the final quarter, the parties will meet at least monthly or as needed to ensure the housing transition plan is fully implemented as close as possible to the tenant's 26<sup>th</sup> birthday.

If it is determined that the tenant is ready to move out on their own, with or without further supportive services, D&M staff will help the tenant secure a place to move to and connect with other supportive services, if appropriate. If it is deemed best for the tenant to transition to an adult housing unit, D&M will make a referral and facilitate the move to another unit funded through the MHSA Housing Program within Los Angeles County. The tenant will be presented with a list of the various housing projects with MHSA funded units in order to select the location of his/her choice.

Tenants over the age of twenty-five years old whose psychiatric and supportive services needs are determined to be best served through the continued TAY mental health service providers, will have the option to remain housed within the project. The tenant will be assessed and reevaluated every six months in order to help them transition to the adult system at the appropriate time.

## **COMMUNICATION**

- **Policies and procedures that will be in place to assure prompt communication among the service provider, project sponsor and the property management company to address concerns raised by the tenant or any of these key partners.**

At the beginning of the apartments being occupied, the SC and/or the Case Manager will have communication at least once a week and on an "as-needed" basis with the property management company (CIC Management, Inc.) and at least every other week and on an "as-needed" basis with the designated service provider partners, to make sure all providers are working together as planned and that the program is running smoothly for the tenants. Once it is determined that all partners are working well together, communication will be reduced to at least once a month and "as needed." It is expected that phone calls from the service provider, the SFPR, the property management company, the tenants, etc. will be returned minimally within 24 working hours.

The Service Coordinator for the housing project will be the supportive service point person for this project as well as the main point person to coordinate the communication between the SFPR, the service providers, project sponsor, and the property management company. D&M is the project sponsor and the on-site service provider for youth up to age 21, making things simpler. As the project sponsor, D&M will promote the program among those in the larger community

who would be in a position to make referrals to the project, including all other agencies who work with TAY and/or pre-TAY youth, the DMH TAY Division, etc. The Case Manager is the main contact person for each tenant in helping resolve any issues that arise where a tenant feels they are not being treated fairly, are not receiving the services expected or in the way expected, do not understand what is happening, or have a concern they feel is not being adequately/promptly addressed. If the Case Manager is the concern of the tenant, they may contact the SC to help them resolve the problems.

Every effort will be made to facilitate the achievement of consensus among property management, service provider, and project sponsors on decisions affecting tenants. The property management team and services team will meet bi-weekly to discuss tenant/building issues. Concerns between tenants and the service provider/property manager/project sponsors can also be raised and addressed in tenant support group meetings. These efforts will help in the early identification of problems/issues and rapid resolution. Most decisions will be reached and disagreements resolved through this process and by adhering to the terms of the MOU between the project sponsor, property manager, and service providers. If agreement on matters cannot be reached, a mediator will be used to assist in resolving the conflict. The mediator has not yet been identified but one will be selected that is not affiliated with any of the parties in the dispute. All DMH clients will be advised of their rights under the DMH Patients Rights Grievance Process, through their SFPR.

All tenants have the right to be free from arbitrary or capricious rules; the right to appeal any loss of benefits or services before they are suspended (unless imminent physical harm to someone would result); and the right to a grievance procedure. Should a tenant have concerns regarding the application of any of the program rules and guidelines, or has concerns regarding any program staff, they can address those concerns with their SFPR to help them advocate for themselves and/or, either in person, or in writing (using the agency grievance form) to their assigned Case Manager, the Service Coordinator, or the Executive Director of D&M. They may also bring them up to the tenant support group and address the issues there. If they wish to submit a grievance in writing, they are encouraged to begin with their Case Manager but may submit a grievance to any of the other people listed if they feel uncomfortable with approaching the Case Manager. There will be no reprimand of a tenant for raising concerns regarding the program.

If a tenant expresses a concern to their Case Manager or another staff, the Case Manager (the SC if it is not appropriate for the Case Manager to handle due to a potential conflict of interest) will discuss the issue with the tenant and solicit from them what they would like to see happen to resolve the issue. The Case Manager will then work with the tenant toward a positive resolution of the concern within 3 working days. If the tenant feels that the Case Manager did not adequately deal with the issue, they can talk to or file a grievance with the Service Coordinator and seek further help. At any time, if the client wishes to file a formal complaint with a state or federal regulatory body, the Case Manager or agency staff will help facilitate that. As soon as it is determined that a positive resolution will most likely not happen without further intervention, the Case Manager or SC will be responsible for contacting the person/agency needed for further intervention and set up a meeting with that person/agency within 3 working days. It is expected that those involved in the meeting will come up with a positive solution to the grievance within 5

working days. If a positive resolution still cannot be achieved, the issue will be referred to a mediator for further guidance.

On-going efforts will be made to ensure that communication between all service providers, the project sponsor, and the property management team remains open and positive in helping the tenants understand all program guidelines, feel respected and cared for, and capable of fulfilling their ISP goals. Although all team members will work together to ensure prompt communication and collaboration of assistance to the tenants, D&M will ensure that there are distinct duties and differences between the property management staff and the supportive services staff, with written duties detailing the responsibilities of each and the differences between them so that the tenant is clear about the separation of duties. Each tenant will be given this information upon move-in.

- **Policies and procedures to address admission, eviction, conflict resolution issues; including the appeals process and how the property management company will work collaboratively with the tenant, project sponsor, and/or service provider.**

The property management rental office will ensure that a Tenant Certification Application will be completed for each potential tenant and sent to the Housing Policy & Development Unit (HP&D) at DMH in order to certify that they are a DMH client with an SFPR prior to move-in. The rental office will follow all guidelines of the HP&D Tenant Referral and Certification Process Policy, as well as those for MHSA-eligible tenants. Once the prospective tenant has been certified by HP&D to have met the threshold eligibility criteria for an MHSA-funded unit, s/he will be referred to the property management company (rental office) to obtain a rental application and to determine if they are eligible for housing. This screening will include a review of the completed application, credit report, and criminal history check. Applicants successfully passing this screening will be placed on a property management priority list. The SFPR and the tenant may work in conjunction with the property management company on a case-by-case basis to assess past behavior, to negotiate any reasonable accommodations deemed necessary, and to address any derogatory information that would normally exclude persons from housing. All sharing of information regarding the potential tenant will be done according to HIPPA guidelines and the desires of the applicant.

If landlord references are not available, three personal references, other than family members, will be required. Required references can be provided by staff of a homeless shelter, other homeless service providers, social workers or others involved with the applicant in a professional capacity, together with as much information as possible about where the applicant has been living for the past three years. Landlord, personal, or other references must indicate the ability to care for the property and pay rent on time, as well as the ability to peacefully co-habitate with other tenants.

The application packet will include:

- Application Form. i.e., background information form
- Request for Reasonable Accommodation and Right to Appeal information
- List of available supportive services that can assist the applicant in meeting the conditions of tenancy.

- Notice of Eligibility or Denial
- Appeal Form
- Tenant will be provided a full copy of the completed application, acceptance or denial.

### Notice of Qualification and Certification Process

Applicants will be given written notification of their eligibility for supportive housing, if they will be on the waiting list, or be provided with reasons for denial after consideration of the credit and criminal background checks. Staff will obtain contact information from the applicant. One way may be through their SFPR or another person of their choice, if they are homeless and don't have a good contact number. A denial notice will be mailed/delivered to the address or contact person the applicant has indicated should receive the notice. An applicant will have 10 (ten) business days to respond to an offer of an apartment. During those ten days, if a telephone contact number has been provided, with no mailing address, three phone attempts will be made to contact the potential tenant and each attempt will be at least 24 hours after the previous attempt. If an address and a phone number are provided, in addition to a mailed notification, there will be at least one follow-up telephone contact if no response is received. If the potential tenant does not respond in the allotted time, an offer will be made to the next person on the list. Eligible tenants will be provided with written reasons for denial, the right to appeal and right for reasonable accommodations due to their disability. In the event of a successful application for the supportive housing, D&M will assist the tenant in making arrangements for and completing the move-in process and will provide a written notice of the tenant's qualifications and certification to the tenant and the property management company.

### Fair Housing

This project will comply with all federal, state, and local fair housing and civil rights laws, as well as with all equal opportunity requirements during marketing, rent-up and ongoing operations. Specifically, the project is committed to requirements of Title VI of the Civil Rights Act of 1964, Title VIII and Section 3 of the Civil Rights Act of 1968 (as amended by the Community Development Act of 1974), Executive Order 11063, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Fair Housing Amendments of 1988, and legislation which may subsequently be enacted protecting the individual rights of tenants, applicants, or staff. Notices regarding fair housing, the grievance procedure, dispute resolution procedures, etc. will be posted in the Property Manager's office as well as in the tenant community building.

The project will not discriminate against prospective tenants on the basis of the fact or perception of their race, religion, creed, national origin, age, color, sex, blindness or other physical or mental disability. The project will also abide by the requirements of the MHSA CSS Plan and MHSA Housing Program.

### Communication

There will be ongoing and regular communication between the service provider and property management regarding the status of tenants. Provision of on-site services will allow for the routine interfacing of service provider staff and property management personnel. When urgent

tenant issues arise, service provider staff and property management will either set up a telephone conference or meet promptly to discuss the issue and develop a solution with the tenant. This discussion will focus on inappropriate behavior/s as oppose to discussion of protected health information. Service provider staff on a weekly basis, or as needed, will consult with property management staff regarding the status of tenants. When tenant behaviors place an individual at risk for eviction, property management staff will communicate with the Case Manager and the SFPR for a prompt meeting and discussion (within 72 hours). With a clear delineation of roles and responsibilities between service provider and property management, the goal of all communication will be to support housing retention for tenants. The eviction process will be on a case-by-case basis and will not be initiated prior to discussion with service staff and involvement of the SFPR. Once attempts have been made to help a tenant retain housing, and it has been determined that the eviction of a tenant should move forward, the tenant will be notified within 24 hours that an eviction proceeding will be initiated.

All rejected applicants will have the right to appeal the decision as noted below. In addition, with the approval of the applicant, the referring party will be given an opportunity to assist in appealing any application denial. However, all applicants will have to demonstrate that they meet program requirements.

All denied applicants will have the right to appeal any housing decisions made by the property management team. Prospective tenants or their Case Manager may request a copy of the Housing's Grievance Procedures from any property management or supportive services staff. The on-site service staff or the SFPR may work in conjunction with the prospective tenant, if needed, to assist in the appeal process. The appeal must be received by the property management staff no later than fourteen (14) days after the rejection letter is received. Within three (3) working days of receipt of an appeal, the appeal will be forwarded to the director of the property management team. The director of the property management team, or other designee, will address the matter within 72 hours of receiving the appeal, including the gathering of facts. The director of the property management team and/or designee will provide the rejected applicant with a written response as to the reason for the denial.

Notices to perform or quit will be issued for all health and safety lease violations. Other lease violations will typically be given a warning (with notice to Case Manager as well) and then notice. According to the desires of the tenant and following HIPPA guidelines, the Case Manager will receive a copy of said notices. This gives the Case Manager the opportunity to intervene on the tenant's behalf and work with the SFPR to prevent eviction and to preserve the tenancy. In no event shall a tenant be evicted without ample advance notice, an opportunity to rectify the matter in question, and a court hearing. A prevention program will be implemented wherein the warning signs of lease violations and nonpayment of rent are identified early. The Case Manager will work in close coordination with the property management staff to intervene to prevent eviction by identifying needs and providing all necessary supportive services, rent payment plans as discussed earlier, etc. needed to help the tenant maintain their housing. If necessary, the Case Manager will set up a conflict resolution meeting with the property management staff and the tenant in order to work through differences and challenges and possibly preserve the housing agreement for the tenant. A mediator will be contacted to assist in the process if necessary.



Through all this and in the manner described above, the property management company will work closely with the tenant, the SFPR or D&M supportive services staff, and any other supportive services provider necessary in order to collaborate and work in the best interest of the tenant and help the housing placement be as successful as possible. The property management company will have someone on-site 24/7 and will provide the tenants with clear guidelines on how to contact them for needed repairs, to pay rent, etc. by the tenants.

- **Frequency of scheduled contacts/meetings among the key partners, the purpose and objectives of these meetings, and who should participate.**

At the beginning of the project there will be scheduled formal meetings with the key partners (Property Management Manager, Service Coordinator, Case Manager, and SPFR), 2-4 times a month as the project gets up and running. The purpose of the meetings will be to discuss how things are going, work out any kinks that have developed, and to preemptively make decisions on issues that may arise that hadn't been previously determined. There will also be informal meetings with any or all of the key partners, as the need arises, in order to address any concerns quickly and make sure the program runs smoothly. Once it has been determined that the program is more established, presumably 3-4 months, the meetings will be held once a month in order to enhance communication, understanding, and resolution of challenging issues. In terms of coordination with key off-site service providers, we currently have established relationships with them and will notify them of the project we are planning and that there will be a possible increase in services once the project opens. See D5 for a list of the key service providers. We will establish an MOU or letter of intent with the service providers ahead of time so that we have an official agreement to collaborate in providing services to the tenants. We will invite the service providers to come to an open house of the project so they will be able to see the site and become familiar with it. The Service Coordinator will continue to meet and coordinate with them on an as needed basis as service needs change and/or concerns about the services provided arise.

- **How service coordination will be accomplished with one and/or more service providers.**

The SC will be responsible for establishing the relationships with the service providers, maintaining them on a long-term basis, and coordinating referrals to them. The Case Manager will work closely with the tenants to help them access the services they choose.. We currently have relationships established with a variety of service providers as noted in D5, and our SC and Case Manager will continually look for other service providers that may be more able to meet the needs of the tenants or that may provide options for the tenants. When the potential for a new service provider arises, the Case Manager or SC will arrange for a meeting to discuss the possibilities and determine the nature of what the relationship between D&M and the service provider should be. We constantly remain open to new service provider relationships and are willing to collaborate with others who will strengthen the options for our tenants. We belong to several collaborative groups, such as the Association of Community Human Service Agencies as well as Service Planning Area 3 (SPA3) coordination groups that allow us to find other service providers and improve on the entire system of care within the San Gabriel Valley.