

## **PWC Family Apartments MHSA Housing Program Application: Section D**

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

PWC Family Apartments project is consistent with the Los Angeles County Department of Mental Health's (DMH) Three-Year Program and Expenditure plan by providing a continuum of services for Transition Age Youth (TAY) with mental illness who are homeless or at-risk of homelessness in a permanent supportive housing project. PWC Family Apartments' supportive service plan was created with the Los Angeles County's Community Services and Support (CSS) plan in mind. The project will provide MHSA-eligible tenants with supportive services that promotes community reintegration and a commitment to recovery and wellness. The project will provide 5 units of affordable permanent housing to this MHSA target population, with mental health services made available through the Asian Pacific Counseling and Treatment Center (APCTC), a contractor with DMH. All supportive services provided by the Pilipino Worker Center (PWC), and the Asian Pacific Counseling and Treatment Center (APCTC), two 501(c)3 non-profit organizations with long standing ties in the community as well as DMH, are designed to promote the tenants' wellness and overall successful transition to permanent supportive housing. Little Tokyo Service Center Community Development Corporation (LTSC CDC) has signed a Memorandum of Understanding with both PWC and APCTC. The project will provide client driven, voluntary supportive services that are culturally and linguistically appropriate, and will specifically meet the DMH's goal to reach unserved, underserved, or inappropriately served TAY.

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

The Little Tokyo Service Center Community Development Corporation (LTSC CDC), PWC, and APCTC plan to serve 5 MHSA-eligible Transition Age Youth (TAY) ages 18-25 and emancipated foster youth ages 16+ who have a severe and persistent mental illness or a severe emotional disturbance in the proposed project. The target population will be homeless (as defined by MHSA Housing Program guidelines) but may also be at risk of homelessness (also as defined by MHSA guidelines) if they are transitioning from transitional housing, the foster care system, or the probation system.

Their primary source of income, if any, is expected to be entitlement benefits, and the prospective tenants' incomes will be at or below 30% AMI. The project will prioritize underserved API populations (including but not limited to: Cambodian, Chinese, Fijian, Filipino, Hawaiian, Hmong, Japanese, Korean, Laotian, Mien, Samoan, Tongan and Vietnamese) within the guidelines of fair housing laws while also serving the general population as a whole.

The total housing project provides 45 housing units available to low-income individuals and families. Of the 45 proposed units, 6 are singles, 18 are one-bedroom units, 6 units are two-bedroom units, and 15 units are three-bedroom units. The units will be restricted for low- and very low-income households that are either earning only up to 30%, 45%, or 50% of the Area Median Income (AMI). The 5 units targeted for MHSA-eligible tenants are singles units and spread throughout the building. There will be additional 4 units reserved for TAY that fall outside the MHSA Housing Program guidelines for a total of 9 TAY units. The rest of the affordable housing units will be for families without age-restrictions. As there is a high demand for affordable housing in the area, it is expected that many applicants will be from the surrounding Koreatown neighborhood.

While Service Area 4 contains the majority of the homeless population in Los Angeles County, most housing and service resources are concentrated in the Skid Row area of Downtown Los Angeles. PWC Family Apartments seeks to provide opportunities for permanent supportive housing in the Historic Filipinotown neighborhood, particularly as acute housing shortages, overcrowded housing, and a severe economic downturn places heavy downward pressure in one of the most densely populated regions of the County.

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

#### **Referral to the Program**

Prospective tenants will be primarily referred from APCTC, other DMH directly-operated or contract agencies, or other supportive service partners to Levine Management Group (Levine). Levine will serve as the property management agent for PWC Family Apartments. LTSC CDC has ongoing relationships with TAY service providers in Los Angeles County including Pacific Clinics, Koreatown Youth and Community Center, and Hillside. LTSC CDC, PWC, and ACPCTC will work directly within the network of service agencies in Service Area 4 to recruit eligible applicants from Historic Filipinotown and surrounding neighborhoods. Other sources of referrals that have been identified include: Emancipation Services Division of the Department of Children and Family Services (DCFS), the Probation Department, New Image Shelter, Special Services for Groups (SSG), and the Homeless Outreach Program (HOP). Finally, affirmative outreach will be conducted within the guidelines of fair housing through neighborhood serving organizations in Koreatown, ethnic newspapers and media, and other resources identified by PWC and APCTC. \

#### **Tenancy application process**

Applicants for the MHSA-funded units will have a Single Fixed Point of Responsibility (SFPR) at the time of application. PWC, APCTC, and Levine Property Management will work closely with the applicant's SFPR (if different from APCTC) throughout the application process to ensure that the process will go smoothly. Property Management staff will also be prepared to assist any applicants who might have trouble completing the application forms. This assistance might take the form of answering questions about the application, helping applicants who might have literacy, vision or language problems and, in general, making it possible for interested parties to apply for assisted housing and ensure any requests for reasonable accommodation are processed in a timely fashion.

All applicants for the MHSA-funded units who approach the housing project directly or who are referred from a DMH mental health service provider must first DMH's standardized MHSA Housing Program – Certification Application processes well as complete the application process for PWC Family Housing. Applicants who have been certified by DMH as MHSA-eligible may be referred directly to the project from DMH's Master Referral List.

If applicants for the MHSA-funded units have not already been certified by DMH, PWC, APCTC, and Levine Management Group will work with the applicant and their SFPR to ensure that the Certification Application along with a signed "Authorization to Disclose Client's Protected Health Information" form is sent to DMH's Housing Policy & Development (HP&D) Unit for processing in a timely fashion. Property Management must receive authorization from HP&D in order to house an applicant in an MHSA-funded unit. If there are no vacancies in the building for MHSA-funded units when they

apply, tenants may submit an interest form to Levine for processing prior to receipt of DMH certification. This will allow them to be placed on the waiting list, and ultimately housed once they are certified by HP&D. However, no tenant shall be housed in MHSA-funded units without prior DMH certification.

PWC Family Apartments will also have an internal application procedure as a component of the project's property management plan, as outlined below. The internal PWC Family Apartments application must be completed and signed by the head of the household and any other adult member of the household. All other members of the household will be listed on the application form.

The following is an outline of the application process.

- PWC Family Apartments Applications and program information will be distributed to local transitional living facilities, drop in centers, DMH service providers, and emergency shelters serving TAY. All qualified persons who respond during this period are to have an equal opportunity to be selected for occupancy.
- Applications shall be accepted by mail or in person at a designated pick up and drop off location during the business hours of 9am to 5pm or otherwise designated at lease-up. Levine, PWC, and APCTC staff will be available to work with applicants and SFPRs to complete applications.
- At the end of the application period, Levine shall establish relative priority among those who respond during the period on a first come first served basis as of the date and time of the submission of the complete application.
- Once an applicant's priority has been established through these procedures, the process outlined below shall be followed.
- Eligible applicants (and their SFPRs when appropriate) will be provided with third-party verification forms for income and TAY eligibility to be filled out by their income source and the proper social service provider.
- Potential tenants for MHSA-funded units will undergo a three-part screening process: the prospective tenant will be evaluated by Levine's property management division to determine if s/he meets income eligibility, and the MHSA tenant certification process will be initiated to determine MHSA-eligibility. SFPRs will be included in the evaluation process as appropriate. Levine will also run a standard credit and eviction check. In collaboration with APCTC, Levine will determine whether or not the tenant is able to live independently, as outlined in the Internal Screening Process below, and whether or not s/he is prepared to abide by the terms of the lease at PWC Family Apartments. While all parties will respect and seek input from each other, in the case of disagreement over tenant selection, Levine will make the final determination, after extending reasonable accommodation of tenants' previous history.

- During rent-up, orientation meetings will be held with applicants who have or will provide third-party verification of income and MHSA eligibility. Whenever necessary, the management agents will assist applicants who have limited fluency in English with PWC staff, APCTC, DMH service agency staff, or by referring that person to a social service agency which might be able to fulfill their translation needs.
- Upon third-party verification of income and MHSA eligibility, the applicant shall either be offered residency or their name shall be added to the waiting list in the order of their application time-date submittal number. Levine shall notify DMH of the outcome of the application process.
- For those MHSA-eligible applicants not selected for occupancy, PWC shall arrange for a meeting with Levine, the TAY applicant and their SFPR, if applicable, to provide written notification stating the reasons for their and discuss the decision with the applicant in person. An appeals process as outlined in the Eligibility Criteria below shall be available to the applicant. The applicant will also be provided other resources for alternative housing solutions. The applicant can choose to appeal the decision or utilize other housing resources.
- A grievance committee will consist of staff representatives from Levine and will also include APCTC, PWC and LTSC CDC staff members. If the decision is reversed, the applicant will be returned to the approved applicant pool to be considered for future vacancies.
- Those applicants that do not qualify for a MHSA-funded unit but are income qualified will be referred to Levine or LTSC CDC's property management department to be placed on a waiting list for the next available unit.

### **Waiting list procedure**

In the event that there are no immediate vacancies, the following waiting list procedure shall apply.

- All qualified applicants will be placed on a waiting list and shall receive a letter or postcard informing them of their status. Since the target population is homeless, Levine will also notify the applicant's SFPR (if applicable).
- After initial lease-up, interested applicants shall submit an interest form, provided by Levine, to be added to the waiting list. Applicants will be screened for income eligibility and MHSA eligibility, and will be selected upon availability of unit. MHSA-eligible applicants will be provided alternative housing resources including shelters and transitional living accommodations.
- Applicants on the waiting list shall be taken in the order of the time-date listing,

with those on the list the longest interviewed first.

- Prospective residents will be informed that continued income eligibility and annual income recertification will be required as a condition of occupancy.
- Qualified applicants and their SFPR (if applicable) shall be notified that they shall have 2 weeks to decide to take the available unit. Applicants will be given the opportunity to inspect the unit to be rented within that period. Should the applicant choose to rent the unit, the applicant shall sign an inspection form and a rental agreement, and shall pay the security deposit.
- The waiting list will be updated continually and applicants on the waiting list must indicate every twelve (12) months their desire to remain on the list. LTSC CDC will notify the applicant and the applicant's SFPR (if applicable) in order to confirm such desire.

### **Appeals process for those who are denied tenancy**

Applicants who do not pass the eligibility requirements for an MHSA-funded unit will be sent a rejection letter (this letter may also be sent to their SFPR if needed). Applicants will have up to fourteen days following their receipt of a rejection letter to file an appeal in writing. Levine will respond to all appeals within 72 hours. Such applicants will be encouraged to schedule an informal meeting to discuss the rejection or may choose to respond in writing. They will also have the opportunity to discuss their application and resultant rejection with an APCTC case manager.

If the applicant and/or the family still feel that the denial of their application for tenancy has not been resolved they can contact the Patient's Rights Office at DMH. Their office hours and telephone number will be provided to all applicants for MHSA-funded units at the beginning of the application process. They may also do this at any time during the application process. DMH will be informed of the outcome of the appeals process.

### **Reasonable Accommodations policy & protocols (as they relate to targeting & Tenant screening)**

All property management staff serving PWC Family Housing will participate in Fair Housing training within 90 days of employment. All requests for reasonable accommodation will be met to the extent possible. It is expected that many of the MHSA eligible applicants may have atypical histories which would normally disqualify them for housing. Levine and PWC understand that this will require flexibility under the screening approach outlined below and are prepared to provide such flexibility. Applicants or their SFPR may submit information regarding mitigating circumstances for which they may require reasonable accommodation for review in writing and through interview. Further, Levine will engage the applicant's SFPR in the reasonable accommodations process to the fullest extent possible. A decision will be made in writing, and will include written findings for any rejection. The decision will be provided

both to the applicant and their SFPR if applicable. If requests are beyond the scope of this project, case managers and other support service staff will be equipped to issue referrals to partner organizations or other organizations that can meet the needs of the potential tenants.

## **Eligibility criteria (include how these criteria are consistent w/ CSS plan & MHSA Housing program target populations)**

### General Eligibility Criteria

LTSC CDC, PWC, APCTC, and Levine will select tenants for the MHSA-funded units using criteria developed by the partners as outlined above and in accordance with Fair Housing laws. Selection of tenants for PWC Family Housing will not rely solely on traditional property management standards; standards will be established that reflect a commitment to housing various TAY subpopulations, especially those who are both homeless and who have a severe and persistent mental illness or serious emotional disturbance.

### MHSA Eligibility Criteria

- Eligible tenants must be ages 18-25, or 16+ with proof of emancipation from the foster care system
- Children and youth with severe emotional disorders or serve mental illness as defined in Welfare and Institutions Code Section 5600.3(a).
- In addition, the individual shall be homeless, meaning living on the streets or lacking a fixed and regular night-time residence. This includes living in a shelter, motel or other temporary living situation in which the individual has no tenant rights. Individuals may also be at risk of homelessness, or exiting institutional settings such as foster care or juvenile facilities.
- DMH shall determine the eligibility of individuals applying for tenancy in an MHSA-funded unit for compliance with the MHSA Housing Program target population criteria.

### **Internal Process for screening and evaluating tenants for participation**

Applicants meeting DMH and income eligibility for assisted housing will then be screened according to the following criteria. These criteria, which are based on those set forth in the HUD Regulations, relate to the individual behavior of each applicant household. Selection of tenants for PWC Family Housing will not rely solely on traditional property management standards, and each of the following criteria will be assessed on a case by case basis for each MHSA-eligible applicant. Exceptions will be made based upon information and consultation with the applicant and SFPR, taking into consideration pre-mental health history and post-mental health history.

- (1) Ability and willingness to pay rent in a timely manner;
- (2) Credit history and prior rent history, and interviews and personal references if no history is available;
- (3) A record of disturbance of neighbors, destruction of property, or living or housekeeping habits at prior residences which may adversely affect the health, safety or welfare of other tenants, or cause damage to the unit or development;
- (4) Involvement in criminal activity on the part of any applicant family member which would adversely affect the health, safety or welfare of other tenants such as drug abuse or violence;
- (5) A record of eviction from housing or termination from residential programs;
- (6) An applicant's ability and willingness to comply with the house rules and regulations, and terms of the Property's lease.
- (7) An applicant's misrepresentation of any information related to eligibility, award of preference for admission, allowances, family composition or rent.

As the Property Management Company, Levine will be the final judge of what constitutes adequate and credible documentation. If staff have doubts about the veracity or reliability of information received, they will work with the applicant' SFPR and pursue alternative methods as needed until they are satisfied that their documentation is the best available.

When a preliminary determination of eligibility and qualification for preferences has been made and either the verification forms have been returned or telephone verifications obtained, and the initial interview has been completed, the staff will make a preliminary recommendation of Admission or Rejection.

Following this recommendation, the appeals and reasonable accommodation processes noted in the Reasonable Accommodations and Appeals Process portions of this plan will be followed.

### **How Fair Housing Requirements will be Met**

Management will not discriminate on the grounds of race, color, national origin, religion, children, socio-economic class, gender, or disability. Management will not allow physical examination as a condition of occupancy for persons of any age.

The property management company will comply with all practices and procedures required by the mortgagee and/or all government agencies to insure that the prescribed



fair housing goals are met in the operation of PWC Family Apartments per Federal Code (24)CFR, part 200.620(a)-(c). Notices will be sent to local newspapers and publications serving the area in the languages spoken in that locale. The Fair Housing Poster will be displayed in the rental office. The Handicapped Accessible symbol will also appear on all materials. TTY service is available for the deaf and the manager will be advised how to work with the operator. Vision impaired tenants will be given the opportunity to have all paperwork read to them and may record that meeting.

#### **D.4 Supportive Services Plan**

**\*Description of Services to be delivered, including where and how they will be delivered, the frequency with which they will be made available to tenants, the primary service provider, and other community linkages.**

The primary goal of this project's housing and supportive services is to assist the 5 MHSA-eligible TAY tenants to improve their overall functioning, to retain permanent housing, and to thrive as members of a mixed community. LTSC CDC has entered into an agreement with APCTC and PWC, where LTSC CDC will be providing supportive housing, APCTC will be providing supportive services for the MHSA-eligible, and PWC will be providing a service coordinator and general social services. The project seeks to strengthen and enhance the independence and well being of MHSA-eligible TAY tenants and support their process of community reintegration by providing them stable housing with services. and The services are voluntary, client-directed, strength-based, built on principles of recovery and resilience, and delivered responsively and respectfully in the community in a manner sensitive to the cultural needs of the individual served. By integrating tenants into a mixed housing population, the project takes advantage of services and resources on a continuum, providing for a smooth transition from transition age to adulthood. MHSA-eligible tenants will be in a living environment where they can be normalized to living among the general population. After transition, they will have the option to continue participating in building activities and accessing services. Through developing a transition plan for each MHSA-eligible tenant, APCTC will work to identify adult mental health services for transitioning tenants.

The project will provide on-site services from PWC and APCTC, as well as off-site services from a variety of community partners, including mental health services. On-site staff will serve the total tenant population with services, with a staffing pattern developed specifically to meet the higher needs of the MHSA-eligible TAY tenants as outlined in Table 1. This staffing pattern includes a 0.4 FTE Service Coordinator, 0.1 FTE Life Skills staff, 0.1 FTE Employment Services Staff, 0.1 FTE Basic Social Service staff, and 0.25 FTE Case Manager.

PWC will be the primary service provider for the PWC Family Apartments MHSA-eligible tenants. PWC will employ an on-site service coordinator will be available to coordinating supportive services for the MHSA-eligible TAY tenants during working hours. The service coordinator will also be the link between the TAY tenants and the property and resident managers. The primary service coordinator will be employed full

time to provide additional staff support for tenant services to the entire building tenants when they are not assisting the MHSA-eligible TAY tenants. The primary mental health service provider for the PWC Family Apartments MHSA-eligible tenants will be APCTC. APCTC, PWC, and LTSC CDC will also draw upon existing relationships other known community-based mental health service providers in Service Planning Area 4. LTSC CDC has ongoing relationships with Pacific Clinics, Koreatown Youth and Community Center (KYCC), HillSides, and other agencies if they are the SFPR for the tenant in an MHSA-eligible unit.

The Pilipino Worker's Center (PWC) located at the gateway of Historic Filipinotown was formed in 1997 and has a strong track record in providing community-based services. PWC provides services and resources that help meet the immediate needs of workers and their families while organizing for long-term change. PWC has served as a resource to the local community by providing services and case management, legal assistance, trainings, coordinating civic engagement and outreach, conducting need assessments, and facilitating a local membership-based worker's organization. In addition, PWC successfully developed and launched its Youth Workforce Program in 2006 and successfully provided leadership development, soft skills workshops and job placement to adjudicated youth participants. Through PWC's programs and activities, they address the local community's needs in the areas of employment, housing, immigration and health. PWC has provided employment, healthcare, immigration, and housing referral and case management services in Historic Filipinotown for the past 12 years.

APCTC provides vital services to men, women, adolescents and children who are dealing with a wide range of mental health and social issues. APCTC was established in 1977 as a program of Los Angeles County Department of Mental Health. The program was the very first mental health service in Los Angeles County specifically developed to meet the unique needs of rapidly increasing number of recent Asian Pacific immigrants and refugees who were in need of a wide range of mental health services. In 1990, as a response to community needs, APCTC became a private, county-contracted agency under the auspices of Special Service for Groups (SSG). SSG, founded in 1952, is a community based non-profit human services umbrella agency. APCTC staff consists of over 80 highly trained mental health professionals, paraprofessionals, and support staff. The professional staff consists of fully credentialed psychiatrists, psychologists, social workers, marriage family therapists, psychiatric nurses, case managers and rehabilitation counselors. APCTC professionals are bilingual and bicultural, representing language capabilities in Cambodian, Chinese (Cantonese, Mandarin, and Taiwanese), Filipino (Cebuano, Ilocano, and Tagalog), French, Hindu, Japanese, Korean, Laotian, French, Italian, Spanish, Thai, and Vietnamese. While the focus of APCTC has been on serving the needs of Asians & Pacific Islanders in need, the Centers have also extended their services to non-Asian individuals and families.

Since 1993, APCTC has participated as a provider in the Housing Authority of the City of Los Angeles's Shelter plus Care Program. Through this program, APCTC provides housing assistance to low-income, homeless, and mentally ill clients by subsidizing a

portion of monthly rent and providing on-site case management. In addition, APCTC is working with TAY as a service contractor in the MHSA Full Service Partnership (FSP) program.

APCTC's approach emphasizes a continuum of services from engagement, structured teaching, individualized mentoring, to self-directed and peer-mediated activities. APCTC's strength is in their multi-disciplinary and culturally sensitive approach to address the psychological and social needs of their clients to provide learning and recovery to move mental health consumers towards independence, wellness, resiliency, and stability. All supportive service staff, including case managers, service coordinator, and other staff identified in this service plan will work together and employ on-going engagement strategies to meet the needs of each MHSA-eligible tenant as appropriate to each individual service plan.

Services for MHSA-eligible TAY tenants will be provided by APCTC on-site, as PWC Family Housing has been designed with specific consideration for MHSA supportive services. PWC Family Housing will provide over 6,000 square feet (SF) of community and common areas inside the building, including a laundry room on each residential floor, a separate trash chute room, a library and community room, a community kitchenette, a multi-purpose community room, and individual and group counseling rooms, and social service office space. Service providers will utilize the social service counseling rooms and community rooms on the ground floor to provide a range of on-site supportive services to the MHSA-eligible tenants, from individual counseling and case management, small peer-to-peer groups, and larger workshops and trainings. If needed, services can be provided in the tenant's unit. Security within the housing development will be achieved utilizing an electronic card security system to prevent unauthorized guests from entering the building. Protected Health Information (PHI) for all MHSA-eligible tenants will be securely kept in a double-locked file room, and social service staff will follow HIPAA guidelines for securing these files at all times. Property management staff will not have access to PHI, and will keep tenant files secured in a separate locked file cabinet.

A critical component of this supportive housing program is to create a supportive and nurturing community within the larger tenant community in the building. PWC will provide tenant services for the general tenant population to build a strong sense of community, safety, and pride. PWC's Youth Workforce Program will be available to the MHSA-eligible tenants as well as general social services that meet their basic needs. Additionally, the project will emphasize building a community of MHSA-eligible tenants that is integrated into the building but also fully supported with staff, on-site programs, and community linkages to meet their specific needs. MHSA-eligible tenants will be encouraged to participate in overall tenant services programs, and staff will allocate a portion of their time dedicated to the specific needs of participating MHSA-eligible tenants. Clinical mental health services will be provided exclusively for the MHSA-eligible tenants. Clinical service programs will include individual counseling and therapy, peer-to-peer group activities, and community linkages. Staff will be accessible to the

MHSA-eligible tenants throughout the day and past normal working hours, at least until 7pm, to remain accessible to those who are employed.

The MHSA-eligible tenants may require age specific resources and community linkages such as educational and employment opportunities. A primary service goal will be to assist them to become financially independent and stably housed, which will be achieved through working towards obtaining gainful employment. Education and employment readiness skills will be provided through PWC programs as well as off-site community linkages. As determined and tracked through case management, the MHSA-eligible tenants will be linked to healthcare, education, and employment resources through various community-based agencies. The relationships with the community linkages are informal but over time APCTC staff has developed a working partnership with surrounding organizations through previous referrals. Educational institutions located nearby include Regional Occupational Program Center, Belmont Education And Career Center, Belmont Community Adult School, Evans Community Adult School, Los Angeles Trade Tech, and LAUSD Metropolitan Skills Center. Health resources may be available through collaborations with the Asian Pacific Health Care Venture, Queenscare, St. John's Well Child Clinic, UCLA hospital, and LA County USC hospital. Linking with DMH wellness centers in Service Area 4 will also play a role in providing group activities to the MHSA-eligible tenants.

The services targeted to the MHSA-eligible tenants will be provided following a four-phase intervention or continuum based on the client's functioning and readiness level. The four phases are: 1) Engagement; 2) Intensive/Structured/Teaching; 3) Supportive/Individualized/Mentoring; and 4) Follow-up/Peer-mediated/Self-Directed. Under this model, APCTC will utilize clinical staff, including licensed psychologists and social workers, and project partners will provide staffing as appropriate, to provide intensive and comprehensive case management, employment training and life-skills coaching. Supportive services for the MHSA-eligible tenants are voluntary, and tenants are not required to participate as a requirement of housing.

Clinical staff and case managers will provide 24-7 crisis intervention services to MHSA-eligible tenants. In order to ensure that all MHSA-eligible tenants have available access in cases of crisis, all designated staff are asked to provide 24/7 crisis intervention coverage. MHSA-eligible tenants will be given numbers to call after hours in the event of a crisis. If the staff is not available, the after-hour voice mail should indicate the crisis response information. Staff are directed to respond as quickly as possible, and within an hour of any call. The following after hours policy will be followed.

### **After Hours**

1. A precipitating crisis is reported by an MHSA-eligible tenant, Staff will utilize appropriate clinical interventions over phone or in person, if needed, to de-escalate situation.

2. If the situation is escalating but not in immediate danger, the staff member should call Clinical Supervisor to consult.
3. The Clinical Supervisor will discuss the details of the event with the staff and provide clinical recommendations to continue to de-escalate situation. If the situation has defused, the staff will develop a safety plan to minimize risk of safety to client and others.
4. If the situation continues to escalate, Clinical Supervisor will reassess level of risk and, if deemed appropriate, will instruct the staff to contact the DMH ACCESS TEAM (1-800-854-7771).
5. If it is a life-threatening situation (e.g., threatening individual with a knife...) the staff and/or family member should immediately call 911.
6. The case manager or therapist and Clinical Services will follow up with all parties the next day and fully document the incident or if the situation requires hospitalization the follow up will occur after release.

### Staffing

The supported services team will include APCTC clinical staff as well as APCTC program staff who will provide individual and group service delivery and PWC staff who will provide basic social services and employment services. On-site programs provided by PWC will be accessible on a weekly basis include case management, life skills, job-readiness trainings, computer lab access, and job placement. Services will be provided on-site to the extent possible, with referrals or appointments at other service facilities utilized when needed. Total supportive services staffing will provide a client to staff ratio of 5 to 1 of on-site services (Table 1) to MHSA-eligible tenants. PWC staff will additionally be on-site to provide services to the entire building's tenant population. Case managers will be accessible on an on-call basis 24/7. During operational hours, the PWC staff will refer crises to case managers or SFPRs as needed.

Office hours for supportive service staff at the PWC site will be on weekdays from 10am to 7pm. The service coordinator will be on site 40 hours per week, and will be available to MHSA-eligible tenants during these operational hours. After hours and on weekend, case managers from APCTC will be on call to respond to crises and emergencies, and will be available to come on-site as needed.

### Service Coordination

PWC will provide an on-site service coordinator who is responsible for ensuring delivery of on-site supportive services as well as coordinating other community services in

conjunction with the case managers. The service coordinator will be considered the point person for the coordination of all services from PWC, APCTC, DMH, and any other service partners. This individual will act as a liaison and coordinate services with DMH mental health service providers and other community service providers. The service coordinator will not provide mental health services, and is a separate staff position from case managers or clinical staff. The service coordinator will also have other duties to perform as a tenant services coordinator for the general tenant population, but will have set hours during the work week to assist the MHSA-eligible tenants during the work week. The service coordinator will be responsible for ensuring that APCTC case managers are meeting regularly with MHSA-eligible tenants, that they are progressing towards goals set in their ISPs, that the property management staff is responsive to their needs, that an adequate level of services is being delivered to them, and that a firewall is maintained between service and property management staff to ensure tenant privacy. The service coordinator will have access to clinical supervisors at each service provider agency to ensure ongoing communication with case managers and clinical staff. The service coordinator will also facilitate regular meetings with all case managers and the property management agent. The service coordinator will also meet monthly, or other appropriate regularly set schedule, with staff of on-site programs provided by APCTC and PWC to review tenant engagement and resolve any challenges. Finally, the service coordinator also attends any tenant council meetings and work with the council to resolve any issues that arise during those meetings.

### Case Management

As the mental health service provider, APCTC will provide case management to support the MHSA-eligible tenants. Case managers will be accessible on an on-call basis 24/7 via cell phone. Tenants will have weekly meetings with their APCTC case manager, or other schedule as determined by the tenant. Case managers will work with tenants to develop Individual Service Plans (ISP) which will set the framework for services and programs that meet their specific needs. The individual service plan will be coordinated with support from SFPRs or APCTC case managers, with a high level of engagement by the project's service staff to maintain ongoing access to a full range of resources. This will include engagement in outside community linkages, structured programs on-site, individualized mentoring, and working with supportive services staff to provide and manage opportunities for peer-mediated and self directed activities. Case managers will also assist with the transportation needs of the tenants to utilize offsite services through agency vehicles or bus tokens. Separately from tenants, the service coordinator will meet with tenant's case managers weekly to ensure appropriate level of services and progress on each TAY tenant's ISP goals and needs.

### Mental Health Services

Individual therapy will be provided based on need. On-site programs provided by PWC will be accessible on a weekly basis include educational programming, financial literacy programs, and life skills programs. The clinical team will also include an off-site clinical supervisor, an off-site psychiatrist, and rehab specialists who will make visits to PWC to provide on-site services to the MHSA-eligible tenants, as needed. The staffing plan for these clinical specialists will be finalized to form a team specific to the PWC site as the

number of MHSA-eligible tenants with APCTC as their SFPR is determined. Case managers will assist with the transportation needs of the tenants to utilize these services off-site through agency vehicles or bus tokens. If possible, arrangements will be made for clinical staff to deliver services on-site. APCTC draw upon existing relationships with mental health service providers in Service Planning Area 4, including Pacific Clinics, KYCC, Hillside, and other agencies if they are the SFPR for a tenant in an MHSA-eligible unit.

**Table 1. On-Site Staffing Pattern with FTEs – MHSA-eligible Tenants**

| <b>Position</b>                               | <b>FTE</b> | <b>Hours per Week on Site</b> |
|---|------------|-------------------------------|
| <b>Primary Service Provider – PWC</b>         |            |                               |
| Service Coordinator                           | 0.4        | 16 hours                      |
| Program staff: Life Skills                    | 0.1        | 4 hours                       |
| Program staff: Employment                     | 0.1        | 4 hours                       |
| Program staff: Basic Social Services          | 0.1        | 4 hours                       |
| <b>Mental Health Service Provider – APCTC</b> |            |                               |
| Clinician/Case Manager                        | 0.25       | 10 hours                      |

**\*Plan for helping tenants maintain their housing and achieve independence, including employment services, budgeting and financial training, educational opportunities, assistance in obtaining or maintaining benefits to which they are, or may be entitled, and other community services that will be made available to tenants.**

The PWC Family Housing project will provide a continuum of services and activities made available through the resources of our project partners to build tenants' life skills, achieve successful independent living, and maintain permanent housing. These services will be provided to all tenants with additional staffing and resources to MHSA-eligible tenants. The project's service staff will play a critical role to provide the opportunity to engage these services and assist tenants to achieve these goals. Peer support from other MHSA-eligible tenants as well as the families and adults in the building who participate together in service activities will help to achieve independence and permanent housing.

APCTC case managers will consult with each MHSA-eligible tenant's SFPRs, if different, to undertake assessment and ongoing progress review of the MHSA-eligible tenant tenants. APCTC case managers will initially help them to determine personal goals and plans to achieve their goals, by developing Individual Service Plans (ISP). This will include helping tenants resolve any issues with the property manager to retain their apartments, helping individuals understand their responsibilities and rights as tenants, and providing training in daily living skills (including transportation support/travel training and training in self advocacy/community accessibility) needed to maintain their home and achieve independence, self-sufficiency and wellness. In addition, supportive service staff will help tenants obtain and maintain public benefits, as

well as access community resources off-site. The ISP will be specifically tailored to each tenant based upon their voluntary participation, engagement, and choice of services. The service program is designed to be flexible and respond to each tenant's dynamic needs and goals over time.

The following service activities in particular will assist MHSA-eligible tenants achieve and sustain independence and remain permanently housed: employment and vocational training; life skills and financial literacy, and educational support. While these services will be available to all tenants of the PWC apartments, PWC and APCTC staff will develop specific program materials and resources specifically for the MHSA-eligible tenants. Case managers will engage MHSA-eligible tenants throughout the recovery process, and work with other PWC and APCTC program staff to deliver the services identified in each ISP. The service coordinator will assist case managers with arranging linkages to off-site resources, such as accessing transportation and scheduling meetings and appointments.

Career Development: PWC (on-site) and APCTC (off-site) provide employment support services such as training in completing resumes, job interviewing, conflict resolution skills, and adapting to the work environment and co-workers. In addition, APCTC has specific staff in vocational rehabilitation that will link the MHSA-eligible tenant to the State Department of Rehabilitation for financial assistance for vocational training and help place them in suitable employment. APCTC also works with One-Stop Career Center and Worksource Center which can directly place MHSA-eligible tenants in employment/vocational settings.

Community Living Skills: MHSA-eligible tenants will be offered on-site life skills training, as identified in their ISPs. These programs will be provided through individualized sessions with APCTC's clinical staff or within APCTC's day rehabilitation program that provides living skills group training sessions. Life skills such as money management/financial literacy, home skills, technology training and computer literacy, and social skills will be taught. APCTC's case managers and PWC's life skills staff will provide individual services. Life skills program staff will facilitate group trainings, and bring in outside trainers as needed. Group trainings will be designed to support peer to peer interaction and learning, and will provide opportunities for participating tenants to take active leadership roles.

#### Transition Plan

A key goal of each individual service plan shall be long-term housing stability. The PWC Family Housing project may provide permanent affordable supportive housing for MHSA-eligible tenants even after transitioning to adulthood. If the former MHSA-eligible tenant is still in need of supportive services upon adulthood they will be transitioned into APCTC's adult services program. Tenants may also remain within the building if they are still income-eligible and there is a unit available. A critical component of the proposed project is that as a mixed-population project, including TAY, adult, and family tenants, the MHSA-eligible tenants will be able to stay in their unit or other appropriate unit after age 25, if there are available non-MHSA funded units. As



they age in place, they will already be exposed independently living among the broader population. Ongoing participation in the project's activities and programs will ensure a smooth transition out of the TAY program, without the disturbance of having to relocate to new housing. Units with MHSA-eligible tenants transitioning to other units or out of the building will be opened up for lease to other MHSA eligible TAY applicants. Upon gaining tenancy, new MHSA-eligible tenants will then have access to the services described in this service plan.

As the MHSA-eligible tenants age, a more concrete transition plan will be created. The plan will be based on the tenant's long-term housing goals as well as assessment and evaluation by the SFPR and other service staff. At the very latest, this plan will be put in place 30 days after each tenant's 25<sup>th</sup> birthday. The transition plan will begin to be developed as early as 18-24 months prior to aging out. After being developed, the transition plan shall be reviewed in conjunction with the tenant's standard service plan at each meeting with the case manager. Should the tenant require DMH adult services, the case manager will refer the tenant to APCTC's adult program or to other DMH service agencies in SA 4.

The transition plan will include alternative housing options as well. It is critical that other options be explored early on during the transition plan implementation. This will allow for tenants to be placed onto any necessary waiting lists early enough for their units to become available within an appropriate timeframe. Following are several options that will be considered:

- Other housing within LTSC's portfolio: LTSC's portfolio includes a range of affordable housing options with varying income restrictions, including apartments within the neighborhoods in and around Historic Filipinotown as well as throughout Los Angeles. APCTC case managers will work with LTSC's property management department to locate any appropriate vacancies for the transitioning tenants. APCTC case managers and SFPR will ensure that supportive services are available to tenants at their new housing location, if needed, by referring MHSA-eligible tenants to DMH service agencies providing adult services.
- Referral to other MHSA funded housing: The tenant will be presented with a list of the various permanent supportive housing projects with MHSA funded units in order to select the location of his/her choice. This will allow the tenant to transition into another permanent supportive housing unit – but also to live within a more age – appropriate setting.

**\*Description of how services will support housing stability, as well as wellness, recovery, and resiliency. It is anticipated that the supportive services plan for the development will include services that are facilitated by peers and/or consumers. If this is not part of the service delivery approach, please provide an explanation.**

The program's services will be multifaceted, integrating one-on-one clinical services, case management, and peer-to-peer groups. This approach is comprehensive and

engages direct service staff, family members, peer advocates and interagency liaisons/collaborations. The goal of this program is to assist tenants on a path of personal growth, empowerment, and self determination. Services are voluntary, and tenants are not required to participate as a requirement of housing. It is expected that each tenant's needs will be different, and case managers will work with tenants to develop ISPs which will set the framework for services and programs that meet their specific needs.

This program will follow a holistic approach to health and wellness that recognizes the physical and emotional needs of MHSA-eligible tenants on their terms. Wellness activities includes offering tenants a host of on site services such as classes, recreation activities, educational programs, recovery meetings, support groups and more that they can choose from, lead, and find individual opportunities for deeper involvement. Youth can be referred to the Bresee Community Service Center, Tae Kwon Do martial art classes, arts programs through the Music Center, as well as sports activities through the parks and recreational department. Other recreational activities include the Salvation Army summer camp that is offered every summer for low and subsidized costs. APCTC will make these linkages available to the MHSA-eligible tenants. Health resources may be available through collaborations with the Asian Pacific Health Care Venture, Queenscare, St. John's Well Child Clinic, UCLA hospital, and LA County USC hospital. In addition, APCTC will also provide linkages to off-site Service Area 4 Wellness Center activities for interested MHSA-eligible tenants. These include the following sites, and may include others that DMH approves in the future. Recognizing that Wellness opportunities specific to TAY may be limited, APCTC intends to work with DMH to adopt TAY appropriate wellness activities within these following centers.

**(CRC) Special Services for Groups**, 2120 W. 8th St., # 210, Los Angeles 90057

**(WC) Hollywood MHC**, 1224 Vine St., Los Angeles 90038

**(WC) Northeast MHC**, 5321 Via Marisol, Los Angeles 90042

Individual clinical services may include counseling, therapy, and 24 hours a day/7 days a week crisis intervention. Supportive services will be provided on-site by APCTC service staff, as well as at relevant locations such as educational facilities and the workplace. Supportive service staff will work with MHSA-eligible tenants one-on-one towards individual development goals, including life skills counseling, employment counseling, and financial management.

In addition to individual supportive services, APCTC staff will facilitate peer support groups related to alcohol and substance abuse prevention, support, and psycho-education. There will also be APCTC programs on group education and activities on life skills, education, and employment training. A component of those activities will also include peer-to-peer engagement and support. Staff will provide opportunities for age-appropriate peer groups which MHSA-eligible tenants can participate and undertake voluntary leadership efforts. MHSA-eligible tenants may be engaged in group activities with other MHSA-eligible tenants as well as the general population residing in the

building, providing a full range of opportunities for personal growth. Staff will ensure that PHI are secure, and tenant privacy is maintained throughout these programs.

PWC and APCTC will work hard to ensure housing stability for MHSA-eligible tenants, and will take measures to prevent eviction to the greatest extent possible. APCTC's service coordinator will meet weekly with property management staff. PWC, Levine, and APCTC will work together to ensure that tenants are aware of and abide by house rules and regulations provided in the tenant's rental agreement. Proper communication amongst property management, service coordinators, case managers, and tenants will be maintained in order to manage expectations and potential conflicts. No information about diagnosis will be discussed during these meetings, and only behaviors that put tenancy at risk will be discussed. Should Levine issue a notice or warning to a tenant, the tenant's case manager/ SFPR will be notified as well. In conjunction with the SFPR, the case manager will then have the opportunity to work closely with the tenant to address the issue and maintain residency. The tenant's case manager/SFPR will set up a meeting with the tenant to discuss the behaviors and help the tenant create an action plan to address the concerns. As a last resort, tenants will have access to information about what to do when facing an eviction. This would include the appeals procedure, rental assistance and re-housing resources such as referrals to other supportive housing. APCTC will work with the tenant to ensure that they can secure new housing. In the event of temporary situations in which the MHSA-eligible tenant is unable to pay rent, APCTC will work to identify resources to assist with rent payments if available, such as flex funds if the tenant is served by a DMH Full Service Partnership (FSP) program.

**\*Strategies for engaging tenants in supportive services and in community life. Narrative should describe the anticipated frequency of contact between supportive services staff and MHSA Housing Program tenants. Include engagement strategies that provide opportunities for tenant choice:**

MHSA-eligible tenants will have ongoing access to supportive services staff and resources, as well as opportunities to engage in community life within the building and in the greater neighborhood. APCTC's staff is experienced (and receive ongoing trainings) in engaging persons with mental illness, including those who are chronically homeless, and encouraging them to use supportive services. However, participation in all services is voluntary, and participation will not be a condition of tenancy in the MHSA-funded units. A goal of this housing program is to integrate MHSA-eligible tenants into a population of both consumers and non-consumers and maximize tenant choice for engagement in services, activities, and community resources. The fundamental factor to engage individuals is to create a service culture that is built on choice and equality. The PWC Family Apartment supportive services staff will focus on supportive services that are customized to the tenant's expressed needs and goals, not the dictates of a structured system.

The supportive services staff also has a practice to encourage continued growth, as opposed to stabilization. A “high risk, high support” environment promotes hope and the recovery process. Staff will support individuals as they take risks, such as living independently for the first time, applying for a job, enrolling in a college class, learning about volunteer opportunities or asking someone out on a date.

The individual service plan will be centered around support from SFPRs and KYCC case managers, and a high level of engagement by the project’s service coordinator to maintain ongoing access to a full range of resources. This will begin with orientation at rent-up, and continue throughout the whole span of tenancy.

The service coordinator and case managers assigned to the project will greet new MHSA-eligible tenants and offer their assistance to help them get settled. Staff will help with any needs related to moving in, such as having utilities turned on, showing them around their new surroundings so they know where to find stores for some of their immediate necessities and helping them meet some of their new neighbors. They will introduce the available supportive services to MHSA-eligible tenants, emphasizing that services are based on the tenants’ own choices and tailored to their own needs. PWC is deeply embedded into the surrounding Historic Filipinotown neighborhoods, having provided services and programs in Historic Filipinotown for over twelve years. PWC staff is well connected and very familiar with community resources including schools, cultural resources, city parks and recreation, private recreational facilities, public transportation, and health care. Case managers and service coordinators will leverage the full range of resources available to the organization and its partners to engage the interests and needs of each tenant. A bulletin board and file of community resources will be available to all tenants in the PWC office on the ground floor the day they are welcomed into the building community.

Through engagement via formal case management sessions, facilitation of group activities, involvement with the tenant council, and informal interactions as described below, the onsite service coordinator and case managers will be working in conjunction with MHSA-eligible tenants on an ongoing basis. They will assist tenants to ensure that appropriate services are available and accessed which will increase housing retention. On site staff will make every effort to have contact with each tenant as often as possible, even if they are not actively engaged in services. Staff will maintain contact with individuals who do not initially become involved in supportive services and will continue to offer assistance and look for opportunities to engage them. At the structured/intensive teaching level, case managers and the service coordinator will manage the tenants’ participation in their chosen programs. At the individual support/mentoring level, case managers will work one-on-one with them to provide strong support for their recovery. As tenants progress towards self-directed and peer mediated activities, case managers will collaborate with the supportive service team to encourage and allow such opportunities in life skills, educational activities, and wellness activities.

As an informal engagement strategy, PWC staff will be present on-site during operating hours, which will extend to 7pm to allow for employed MHSA-eligible tenants to interact with staff after employment hours. The service coordinator will be on site full-time, and PWC will house program staff on-site. Case managers and other program staff will be provided office space and encouraged to stay on-site as their workload allows in order to have informal interactions with tenants. Staff will also allow for MHSA-eligible TAY tenants to drop in and have informal interaction to the greatest extent possible, and will also be available to interact with them throughout the building and off-site at community events or wellness activities.

To help keep the MHSA-eligible tenants engaged, on-site staff will provide services in a variety of settings, depending on tenant choices and needs to grow in their self-sufficiency. Using the “whatever it takes” approach for this proposed project, this means that the case managers and service coordinator will visit tenants in their homes on an as-needed and as-requested basis as they adjust to apartment life; visits can range from daily (as might be needed by new tenants) to bi-monthly check-ins (a standard practice for tenants who are not in crisis or in need of urgent services). Staff will help tenants understand their rights and responsibilities as renters, and help them with issues, such as arranging for repairs with property management and mediating any problems that may jeopardize tenants’ ability to remain in housing, such as paying rent on time, being a good neighbor, etc. If needed or requested, staff will accompany them as they enroll in school or search for jobs in the community. Staff will also engage actively with the onsite property manager to act as mentor and advocate when notified of problems or potential problems with the living situation.

Upon initial lease-up of the building, the resident services/case management team will be responsible for forming a tenant council that will represent the PWC Family Housing. This council will consist of 10-15 tenants, including at least one representative of the MHSA-funded units. Tenants can volunteer to be on the council and may be recruited by case managers and on-site managers to provide the greatest opportunity for involvement and integration. If there are more volunteers than there are spaces on the council, an election will be held annually. The council will meet quarterly at a minimum and more often if deemed necessary or useful by either Levine or PWC staff or the tenant council itself.

The tenant council will serve as a forum for building tenants to discuss problems related to the housing and voice concerns to management. The council will also be responsible for planning community building events (i.e. barbecues, social gatherings, or outings), and will be allocated a small budget for such events. Furthermore tenant council members will be responsible for assisting property management staff with distributing annual surveys to gather data regarding tenant satisfaction with property management services and other operational issues.

From a supportive service and property management perspective, the tenant council will be a good opportunity for service staff and property management staff to gain insight into issues that tenants are facing, the degree to which MHSA-eligible tenants are

integrated into the total building's population, and the overall well being of the community. It will also help tenants increase their self-determination and independence as they participate in the ongoing development of their shared community.

The MHSA-eligible tenant's customized ISP incorporates the expressed cultural needs and desires of the individual. Often this involves the community integration aspect of the Service Plan – connecting the individual to relevant resources in the community – but may include assisting the tenant in bringing his or her cultural values and social customs into the community living arena to share with others. PWC and APCTC are very familiar with multicultural settings, and staff will facilitate and ensure cultural competency and appropriateness between all program and clinical staff. This desire to address cultural needs is particularly relevant as a service factor when assisting the tenant in selecting community-based physical and mental health providers, and is a core component of meeting the project's goals to serve underrepresented consumers.

**\*Describe the plan for communication between the service provider and property management regarding the status of tenants in the development and any building and/or community issues that need attention. Plan should include regularly scheduled meetings among the development partners, a description of service coordination for the development if there is more than one service provider, and identification of single point of contact for communicating and coordinating supportive services.**

LTSC CDC, PWC, APCTC, and Levine will pay particular attention to addressing property management issues related to the status of MHSA-eligible tenants in the building. It is critical to achieving healthy outcomes to ensure that these tenants are not isolated, marginalized, or discriminated against, and that they are fully integrated into the project community. However, we recognize that property management issues may arise beyond typical issues. Levine Property Management is experienced and trained to work with TAY homeless populations with a severe and persistent mental illness or serious emotional disturbance. Property management staff will work separately from supportive service staff, with information shared only one-way from property management to service staff, and only when permission is explicitly granted. Their main role at the site will be to enforce the lease rules, and they will be directed to collaborate closely with the supportive service provider to communicate any tenant issues that could be indicative of escalating negative behavior that may eventually lead to eviction. Property management staff will also collect rent, facilitate repair issues, report and fulfill maintenance requests, and prepare vacant units for leasing. The role of supportive services staff is to work closely with the MHSA-eligible tenants to address any behavioral issues that onsite management have identified as putting their tenancy in jeopardy, in addition to the on-going service coordination requirements related to the tenants' ISP. The goal of this collaboration between property management and social service staff is to identify negative behavioral issues in the early stages, get the social services staff involved and working with the tenant to identify negative behavioral issues in the early stages, get the social services staff involved and working with the tenant to stop the negative behavior, avert crisis and evictions and ensure that tenant's ongoing

success in the housing. Tenant privacy will be respected in all instances, and permission will be sought and must be granted for any information to be shared among staff. Case managers will also work to help resolve disputes between tenants. In the event that third party dispute resolution is needed, PWC may collaborate with the Asian Pacific Dispute Resolution Center (APDRC) to resolve disputes.

The service coordinator will be considered the point person for the coordination of all services from PWC, APCTC, DMH, and any other service partners. The service coordinator will ensure that all MHSA-eligible tenants are receiving services from their case manager that they have signed up to receive and will be responsible for convening meetings between supportive service staff and property management as needed. The service coordinator will meet weekly with APCTC case managers to review tenant's service needs, ensure access to services, programs, and activities, and resolve any challenges to meeting the needs of each tenant. These meetings will include APCTC case managers and SFPRs from all service providers, should there be more than one service provider for the program. The each MHSA-eligible tenant's privacy and confidentiality will always be maintained and no information about diagnosis will be discussed during these meetings. The service coordinator will have access to clinical supervisors at each service provider agency to ensure ongoing communication with case managers and clinical staff. The service coordinator will also meet monthly, or other appropriate regularly set schedule, with program staff of on-site programs provided by PWC and APCTC to review tenant engagement and resolve any challenges. The service coordinator will not directly provide mental health services directly to the MHSA-eligible tenants.

The supportive services staff will meet with property management staff regularly and as needed to monitor the ongoing success of the MHSA-eligible tenant in their permanent housing. If management issues have arisen, the service coordinator will facilitate additional meetings as necessary. The purpose of the meeting is to review the any issues that relate to the tenant's ability to comply with the terms of their lease. As much as possible, staff will be vigilant in protecting the MHSA-eligible tenant's confidentiality in these sessions and will comply with all HIPPA laws. These sessions will also provide an excellent opportunity for cross-training. Service staff will work with the property management staff to educate them about industry best practices, emergency/ crisis procedures, and other important tools that will help them to work better with the MHSA-eligible tenants. Conversely, property management staff will also be able to educate the service staff about important property management issues so that they may better advocate for their clients.

In the event that a crisis should arise, property management staff will have 24/7 access to supportive services staff. Identification of any adverse, incremental behavior changes is key in the early intervention of a crisis. Should such behavior be noted by the onsite property manager, the manager will contact the tenant's case manager or SFPR to alert them to the behavior in question. Once the supportive services staff has been notified of the behavioral changes, they will immediately take steps to get in touch with that tenant. This may include phone conversations, on-site meetings, or

arrangement of any additional appropriate services. And the supportive services staff must also begin addressing the root cause of the behavioral issues, with the goal of averting a conflict that can lead to eviction. Until the crisis has been resolved, onsite management and supportive services staff will continue to remain in regular contact to assess the situation.

If however, lease terms are not being followed despite the efforts of the supportive services staff, property management will notify tenants of lease infractions in the following ways:

- Courtesy notification of minor infractions of house rules
- 3 day notice to correct or quit for significant violations of house rules
- 3 day notice to quit for substantive and non-correctable violation of house rules and/or lease terms, including
  - observed criminal activity
  - Substantive disturbance of neighbors
  - Damage to property
- 30 Day notice
  - After 3 courtesy notifications within 7 days
  - (5) 3 day notices or courtesy notifications over term of tenancy
- Filing of unlawful detainer

The SFPR will be notified and cc'd on any notices issued to MHSA-eligible tenants, if granted permission by the tenant. The on-site service coordinator will meet with other service staff and MHSA-eligible tenants to address and prevent situations leading to eviction, address correctable offenses, and maintain long-term stability for tenants. Should an MHSA-eligible tenant be vacated from a unit, PWC or Levine will notify the SFPR as well as HP&D. In the event that MHSA-eligible tenants are unable to pay rent, case managers will work to identify rental assistance resources to keep the tenant in their unit, such as flex funds. Resident managers will keep tenant files on site in the property management office.

An established tenant council, involving representation and participation of at least one MHSA-eligible TAY tenant, will meet regularly, once a month, to review and address and issues appropriate for discussion at a community level. Case managers and supportive service staff will not disclose any confidential information about any tenant, and will work with the tenant council to address and resolve potential disruptions and conflicts.

### **Appeals and Grievance Procedure**

Any appeals and/or grievances shall be filed in writing with the property management agent. Copies will be provided to the tenant's case manager or SFPR, if permission has been granted by the MHSA-eligible tenant. If necessary, a closed hearing will be held with presentation made by property management representatives as well as any relevant witnesses or tenants. The property management agent shall convene the



hearing and Levine shall have the final say in any disputes. Consideration shall be granted to MHSA-eligible tenants for reasonable accommodations as in initial tenant screening, and SFPR's shall be consulted to the greatest extent possible. The initial finding process will take 24 – 72 hours. The appeals will be processed within 7 calendar days. Decisions are final. Evictions will only occur if terms of lease have been broken by the tenant and all other problem solving methods have been exhausted. The tenants also have access to DMH's Patient's Rights Office.