

Step Up on Vine Narrative Development Description

Housing and Service Goals

In August 2009, Step Up on Second Street, Inc. (Step Up) took ownership of the former Galaxy Hotel located at 1057 Vine Street in Hollywood. Step Up plans to completely rehabilitate the building and convert it into a permanent supportive housing development. The former Galaxy Motel is a vacant and blighted building in a busy area of the Hollywood community, and rehabilitation of this building would significantly revitalize the neighborhood. There is currently an existing CRA covenant on the property which restricts the occupancy of the units to homeless adults and families until December 2019, which has kept the property vacant for a long period.

Step Up on Second is a nationally recognized provider of services to people disabled with mental illness and who are homeless. Step Up on Second serves people of all ages, affected by mental illness, and has tailored expertise in working with Transition-Age Youth (TAY). Comprehensive supportive services, primarily funded by the Los Angeles County Department of Mental Health, will be available on site at Vine Street, including designated counseling stations for outside provider agencies for their use at anytime.

Hollywood has a paucity of permanent supportive housing projects. There are several affordable housing projects currently in development, but not nearly enough to address the significant number of homeless mentally ill individuals living on the streets of Hollywood. The area is currently targeted by Supervisor Yaroslavsky's office and the Los Angeles County Department of Mental Health as a site where a Service Registry survey project has been conducted to identify those in the homeless population who are "most vulnerable" and provide comprehensive services designed to do whatever it takes to move them into permanent housing. This project represents Step Up's commitment to participation in systemic change for Hollywood's homeless population.

Characteristics of Tenants to be Served

Step Up on Vine housing targets homeless individuals with mental illness, including adults and Transition Age Youth (TAY) from ages 18-25, earning 50% or less than the area median income. Of the project's 34 units, 32 of which will be reserved individuals who are eligible for Shelter + Care vouchers.

Prospective applicants should be enrolled in services with a qualified primary mental health care provider contracted with the Los Angeles County Department of Mental Health. Primary providers with Memorandums of Understanding with Step Up will refer clients to Step Up for supported housing, and will continue to provide primary mental health care to clients throughout their tenancy. Step Up has an agreement with Pacific Clinics and commitment letters from the Saban Free Clinic, PATH and Amancer, whereby they will refer prospective tenants and continue to provide them with primary mental health care and supportive services during their tenancy. Notice will be given to these agencies and organizations which serve or engage with homeless transition age youth and adults by way of flyers, e-mails, telephone calls, and in-person visits. If specific agencies or organizations request information be given to consumers in the context of meetings, these requests will be honored, as staffing and resources allow.

With respect to the treatment of applicants, Step Up will not discriminate against any individual or family because of race, color, creed, national or ethnic origin or ancestry, religion, sex, sexual preference, gender identity, age, disability, handicap, military status, source of income, marital status or presence of children in a household, acquired immune deficiency syndrome (AIDS) or AIDS-related conditions (ARC), or any other arbitrary basis. No criteria will be applied or information considered pertaining to attribute of behavior that may be imputed by some to a particular group or category. All criteria shall be applied equitably and all information considered on an applicant shall be related solely to the attributes and behavior of individual members of the household as they may affect residency.

How the building in which housing and services will be provided will meet the housing and service needs of the tenants (location, building type, layout, features, etc.)

The existing 20,700 square foot building is 3 stories and consists of 32 hotel rooms: 24 doubles, 6 singles and 2 studios. The building structure will be retained, however the scope of work is substantial. The second and third floors on the interior will be converted into 33 modern, efficiency apartments and 1 one-bedroom apartment. Each unit will have a private bath, closet, bed, desk, cook-top and microwave oven. The three-story building will have retail, offices and community benefit space on the first floor, with residences on the upper floors served by an elevator. The building will be rehabilitated in accordance with plans prepared by JS Egan Design.

Prospective tenants referred from Pacific Clinics, Amanecer, PATH, and Saban Free Clinic to Step Up on Vine for supportive housing should be enrolled in MHSA services such as Full Service Partnership (FSP) or Field Capable Clinical Service (FCCS). Pacific Clinics, Amanecer, PATH, and Saban Free Clinic will continue to provide primary mental health care services to tenants during the enrollment process and throughout their tenancy in the building. Mental health services provided by these providers will continue to be provided off-site at their respective facilities. These services shall include mental health assessment, therapy, rehabilitation, and collateral services; mental health, case management and advocacy services; education and outreach; crisis assessment and intervention; employment and personal care services; and medication support services. When appropriate, mental health providers will provide specified mental health services to tenants on-site at Step Up on Vine.

Project Financing:

Step Up was able to make the acquisition with 100% private funding; a major donor provided a \$1 million contribution and a \$2 million low interest loan. Step Up took ownership of the Galaxy Hotel on August 4, 2009 and has won the endorsement of the project by La City Councilman Tom LaBonge, LA County Board of Supervisor Zev Yaroslavsky, Hollywood Business Improvement District, Hollywood Media BID, and Hollywood Chamber of Commerce.

The acquisition and rehabilitation of Step Up on Vine is expected to cost approximately \$13,109,933. The development will be financed with MHSA funds of \$3,328,000, Low Income Housing Tax Credit Equity of \$6,551,833, Community Redevelopment of Los Angeles funds of \$2,000,000, County of Los Angeles Grant for \$250,000, Affordable Housing Grant with the Federal Home Loan Bank of \$480,000 and the remaining gap will be financed through a Step Up Capital Campaign.

Service Providers

Service Area 4 (SA4) mental health service providers (including Pacific Clinics, Amanecer, PATH, and Saban Free Clinic) with existing contracts with the Los Angeles County Department of Mental Health will refer prospective tenants and provide primary mental health services to tenants at Step Up on Vine. Step Up, as the supportive service provider, has entered into a MOU with Pacific Clinics, who will serve as the primary service provider. In addition, Step Up has obtained commitments from Amanecer, PATH, and Saban Free Clinic to provide mental health services to tenants living at Step Up on Vine.

Section D: MHSA Program Supportive Housing and Services Information

D.1 Consistency with Three Year Program and Expenditure Plan

Describe how the proposed supportive housing development is consistent with the sponsoring county mental health's department CSS planning process and approved Three-Year Program and Expenditure Plan. Provide specific information regarding how the development meets priorities and goals that were identified in the Plan.

Step Up on Vine is consistent with the Los Angeles County's Mental Health Services Act (MHSA) Community Services and Supports (CSS) Plan as it pertains to objectives, planning, design, social services and targeted populations.

Los Angeles County Department of Mental Health (LACDMH) recognizes and prioritizes the need to provide services to Transitional Age Youth (TAY) with Severe Emotional Disturbances (SED) or Severe and Persistently Mental Illness (SPMI) who are homeless, at-risk of homelessness, and/or experiencing first breaks as priority populations for services, including access to supportive housing. Step Up on Vine will provide permanent, supportive housing that fosters independence and self reliance, but still allows access to additional supportive services that are appropriate to the needs of both homeless and chronically homeless adults and transition age youth and young adults with SED or SPMI.

Step Up on Vine will make available 6 units to qualified TAY (ages 18-25). These units will have very low rents, which will be at or below 30% of the area median income. The remaining units will be rented to homeless adults (ages 26 – 59) affected by mental illness.

Step Up on Vine will also have supportive services which will be provided through onsite service coordination and linkage. Step Up on Second, as supportive service provider, has entered into a Memorandum of Understanding with Pacific Clinics to provide mental health services to tenants at Step up on Vine. Additionally, Step up has received commitments from Amanecer, PATH, and Saban Free Clinic to provide mental health and supportive services. These providers will continue to provide primary mental health care services to tenants during the enrollment process and throughout their tenancy in the building. Mental health services provided by these providers will be provided off-site at their respective facilities. These services shall include mental health assessment, therapy, rehabilitation, and collateral services; mental health, case management and advocacy services; education and outreach; crisis assessment and intervention; employment and personal care services; and medication support services. When appropriate, mental health providers will provide specified mental health services to tenants on-site at Step Up on Vine.

The services provided through the proposed supportive services plan will provide an enriched living experience for tenants to improve and maintain physical and mental health, gain increased independence, and live in a safe and secure housing environment. The activities of daily living such as securing food, protection from the elements, social relationships, employment and even adherence to mental health treatment goals, are significantly more difficult to manage without stable housing. Permanent housing is the optimum environment for stability.

D.2. Description of Target Population to be Served

Describe the target population you will serve in your MHSA Housing Program supportive housing development, including the special needs and income level of the population.

Step Up on Vine will provide 6 units of permanent, supportive housing for homeless TAY with Severe Emotional Disturbances (SED) or Severe and Persistently Mental Illness (SPMI), ages 18-25 and 26 units of permanent, supportive housing for homeless and chronically homeless mentally ill adults. All 32 units will be MHSA assisted units. Two (2) units will be reserved for a Resident Manager and Assistant Resident Manager. The proposed project is an expansion of Step Up's model recovery center and supportive housing projects in Santa Monica into Hollywood. Prospective tenants at Step Up on Vine will include two priority populations: 1) homeless TAY experiencing their first episodes of mental illness such as bi-polar disorder, severe depression, and/or schizophrenia; 2) homeless and chronically homeless adults affected by severe mental illness. All prospective tenants will be very low income earning less than 50% of the AMI. Prospective tenants will be referred from agencies including: Pacific Clinics, Amanecer, PATH, and Saban Free Clinic. Step Up will certify that all tenants are MHSA eligible by Los Angeles County Department of Mental Health (LACDMH).

The goal of Step Up on Vine is to provide permanent supportive, affordable housing to homeless transition age youth (TAY) and adults affected by mental illness. At the time when society expects transitional age youth to become more independent, prospective tenants actually need more support and structure to treat their mental illness. They typically cannot or do not want to rely on the housing support of their families, but they are unable to afford and manage most other housing. Their struggle to accept and manage their illness and its symptoms is further complicated by our complex mental health treatment system. Residential services will focus on life skills development essential to helping both TAY and older tenants re-learn how to live indoors and manage day-to-day responsibilities.

D.3 Tenant Selection Plan

Item D.3 of your application must present a detailed Tenant Selection Plan that is specific to the development for which funds are being requested and is jointly developed by the development partners, including the county mental health department, the primary service provider, the property manager, and the borrower. The plan must be in narrative form and must describe:

- *How prospective tenants will be referred to and selected for your MHSA Housing Program housing development, including the tenancy application process, wait list procedure, and process for screening and evaluating tenants for participation;*
- *The criteria that will be used to determine a tenant's eligibility for participation in your development;*
- *How those criteria are consistent with both the county CSS Plan and MHSA Housing Program target populations;*
- *Your reasonable accommodation policies and protocols as they relate to targeting and tenant screening;*
- *How fair housing and MHSA Housing Program target population requirements will be met; and*
- *Your appeals process for individuals who are denied tenancy in your development.*

Following the narrative Tenant Selection Plan, include a copy of the county mental health department's Tenant Referral and Certification Process that applies to your development. This county-developed Tenant Referral and Certification Process must, at a minimum:

- *Describe how an individual applies to the county to become certified as eligible for the MHSA Housing Program;*
- *Describe the process utilized by the county mental health department to determine whether the individual meets its requirements for certification as an MHSA Housing Program tenant;*
- *Describe how a wait list of potential tenants who have been certified as eligible for the MHSA Housing Program will be established and maintained;*
- *Describe how the county mental health department will refer tenants certified as eligible to the development; this description should discuss the county's referral process during the rent-up period and on an ongoing basis; and*
- *If the county mental health department designates specific non-county agencies, such as MHSA-qualified service providers, to certify an individual's eligibility for tenancy in a MHSA Housing Program development, identify the agency(ies) and describe how they will conduct the required activities.*

Attachment E, Additional Guidance for Counties on Tenant Referral and Certification, provides additional information to county mental health departments on developing a process for identifying, certifying and referring appropriate tenants to MHSA Housing Program developments.

Admission

Step Up on Vine Housing targets very low income, homeless individuals or individuals at-risk of homelessness affected by mental illness, including adults and transition age youth from ages 18-25. All prospective applicants should be enrolled in services with a qualified primary mental health care provider contracted with the Los Angeles County Department of Mental Health. This is consistent with both the county CSS Plan and MHSA Housing Program target populations. All 32 tenants must be eligible to receive MHSA services and will be included in a project-based Shelter Plus Care contract. Each tenant will receive additional supportive CARE services as a requirement of each Shelter Plus Care unit, of which 25 units will be reserved for chronically homeless individuals. Primary providers with Memoranda of Agreement with Step Up will refer clients to Step Up for supported housing, and will continue to provide primary mental health care to clients throughout their tenancy. (MOU's and commitments have been attained with Pacific Clinics, Amancer, Saban Free Clinic and PATH). Applications will be accepted from persons who are not connected or referred by a contracted agency mentioned above. Our agreement with the Primary Service provider will include a provision that if a prospective tenant is not referred from agency, the Provider will be able to provide services upon request.

With respect to the treatment of applicants, Step Up will not discriminate against any individual or family because of race, color, creed, national or ethnic origin or ancestry, religion, sex, sexual preference, gender identity, age, disability, handicap, military status, source of income, marital status or presence of children in a household, acquired immune deficiency syndrome (AIDS) or AIDS-related conditions (ARC), or any other arbitrary basis. No criteria will be applied or information considered pertaining to attribute of behavior that may be imputed by some to a particular group or category. All criteria shall be applied equitably and all information considered on an applicant shall be related solely to the attributes and behavior of individual members of the household as they may affect residency.

Reasonable Accommodations

Reasonable accommodations will be made to meet the needs of disabled applicants, including applicants with both physical and/or mental disabilities.

Management will apply the same screening criteria to all applicants. However, management is obligated to offer qualified applicants with disabilities additional consideration in the application of rules, practices, or services and structural alterations if said accommodation will enable an otherwise eligible applicant or tenant with a disability an equal opportunity to access and enjoy the housing program. Management is not, however, required to make a reasonable accommodation or physical modification if the accommodation or modification will result in an undue financial burden to the property or if it requires management to alter or change a basic component of the housing program.

If applicant has a physical or mental disability, and as a result of this disability there are reasonable accommodations that should be considered in the application, please attach a note to the application describing the reasonable accommodation(s) being requested and why they should be considered in the application. The applicant may be asked to fill out a Reasonable Accommodation Request form upon receipt of the application and further information may be required from a certified medical provider to verify need for reasonable accommodations.

Step Up's Residential Service Coordinator will help prospective tenants referred from primary health care providers throughout the application process. Assistance provided may include:

- Explaining and filling out the application form
- Obtaining supportive documents needed to complete the application
- Attending the property management interview

- Help with the appeal process
- Help with a reasonable accommodation

Occupancy Standards

- a) Units will be occupied by one person only.
- b) The applicant must be 18 years of age or older, unless he or she is an emancipated minor. All household members, age 18 years or over, and emancipated minors, must sign the appropriate consent forms and comply with the verification process.
- c) The applicant must be homeless at the time of referral.
- d) Applicant must be able to maintain the housing unit in accordance with local health standards and Housing Authority standards, with or without assistance.
- e) The applicant must have a valid Social Security Number and legal photo ID.
- f) Once the applicant is approved for occupancy and moves into the property, the assigned unit must be tenant's primary place of residence
- g) The total applicant income cannot exceed 50% of area median income

Verification Process

A. Financial

1. All income will be verified in writing by the income source indicated on income certification form.
2. All assets, including bank accounts, will be verified in writing.
3. Upon initial occupancy, resident's income cannot exceed 50% of the area median income as published annually by the U. S. Department of Housing and Urban Development and The California Tax Credit Allocation Committee.
4. Applicants with Section 8 certificates and will be processed under the same criteria.
5. Third-party income verification will be required from all sources, including but not limited to:
 - a. Employment, Self Employment
 - b. Savings and checking
 - c. Pension
 - d. Disability
 - e. Asset verification, property, home, stocks, bonds, annuities, IRA, etc.
 - f. Government assistance, A.F.D.C., food stamps, etc.
 - g. Social Security
 - h. Child Support/Alimony
 - i. Non-Tuition Financial Aid
6. Background checks covering the last 5 years will be run on all applicants.
7. Income calculations are based on the applicant's annual gross (anticipated) income for the following 12 months. Annual gross income includes income from any and all assets.
8. Criminal record checks will be conducted on all applicants who have satisfied the income requirements, credit report and tenancy requirements. A criminal history or misdemeanor offense (s) could be grounds for denial:
 - a. Applicants convicted of acts of violence will be denied occupancy.
 - b. Applicants with child molestation and/or sexual misconduct convictions will be denied occupancy.
 - c. All applicants with a criminal conviction relating to the manufacturing or sale of illegal drug or control substances will be denied occupancy.

- d. Applicants that have been evicted from a federally-assisted housing project could be denied occupancy.

At the request of an applicant, a reasonable accommodation request will be considered. In addition, with the approval of the applicant, the referring case manager will be given an opportunity to appeal any application denial based on information obtained from criminal record checks. However all applicants will have to demonstrate that they meet program requirement.

In accordance with HUD occupancy guidelines set forth in the HUD Handbook 4350.3, all income will be verified in writing on appropriate project income verifications forms. If assets are less than \$5,000, tenants will certify their assets by completing an Asset Certification Form. If assets are greater than \$5,000, all assets including bank accounts will be verified by the income source. All applicants will be required to sign a Child Support Affidavit.

A credit reference will be required covering the last five years. Any outstanding collections which exceed \$1,000.00 (medical expenses are exempt from this standard) are basis for denial of applicant. Foreclosure and bankruptcies are also basis for denial. Applicant will be considered for residency if s/he can prove that s/he moved as a result of a divorce and that the spouse was responsible for all debt. Applicants will also be informed of their option to appeal a rejection, and to request a reasonable accommodation. 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 offering reasonable accommodation due to their disability.

Waiting List

Offer of Apartment:

Applicants will be offered only one apartment. Mitigating circumstances may be taken into account, such as an emergency situation or hospitalization. In such a case, if an applicant cannot accept an apartment during the initial lease-up of the building, the applicant would be placed on the waitlist in chronological order.

- A. Applicants will be added to a waiting list in chronological order.
- B. In the event that the volume of applications received exceeds the number of available apartments and more than one applicant qualifies for the unit; the application with the earliest date will be approved. The other will go on top of the list until the next unit is available.
- C. When the next 30-day notice is received by management, it will be the responsibility of the site administrator to notify the applicant at the top of the waiting list. If that applicant turns down the unit, management will then proceed to the next person on the waiting list. With the approval of the applicant, the site manager will also notify the referring case manager.
- D. If an applicant on the waiting list rejects the two units offered to him/her. It is considered to be a withdrawal of the application by the applicant.

When an applicant is formally removed from the waiting list, The Housing Department must demonstrate that they have exhausted their efforts in attempting to contact the applicant. Once it is determined, that we are unable to make contact, a Unable to Accommodate (UTA) form is sent to the applicant advising him or her that their name will be remove and they have 14 days to contact the Housing Department to retain their position on the waiting list. If a applicant wishes to re-apply for housing after the 14 day period they may do so by submitting another application (provided waiting list is “open”) and be placed at the bottom of the list.

General

- A. All applicants will be initially interviewed by Housing Staff.
- B. It will be the responsibility of the Step Up to inform the applicant in writing of rejection or approval. The referring primary mental health service providers will receive prior notice of any Vine Street referral that do not meet the tenant selection criteria. Subsequently and no later than three (3) days after the primary mental health provider has been notified of Step Up's intent to disqualify an applicant, Step Up will send a written notice of rejection to the applicant through the referring case management agency.
- C. Step Up will notify applicants who are rejected, in writing, and the applicants will be informed of their option to appeal this decision.

Rejected Applications

- A. Applications MAY be rejected for any of the following:
 - 1. Blatant disrespect, disruptive or anti-social behavior toward management, the property, or other residents exhibited by an applicant or family member any time prior to move-in (or demonstrable history of such behavior);
 - 2. A negative landlord or other reference, encompassing failure to comply with the lease, poor payment history, poor housekeeping habits (when house visits apply), or eviction for cause;
 - 3. Rent exceeding 50% of monthly income without a demonstrated ability to pay;
 - 4. Falsification of any information on the application;
 - 5. Household size that does not conform to the stated minimum and maximum sizes;
 - 6. Income exceeding the of area median based upon income limits established at the property;
 - 7. Applicant is subject to lifetime registration requirements under any state sex offender program.
 - 8. No references from social workers or others involved with the applicant in a professional capacity are submitted if required. Units will not be held while we wait for requested paperwork.
 - 9. Other good cause, including, but not limited to, failure to meet any of the resident selection criteria in this document.
- C. Appeal Process: All rejected applicants will have the right to appeal the decision. All appeals must be made in writing and must be received by the Step Up no later than ten (10) days after the date of the rejection letter. Within five (5) working days of receipt of an appeal, Step Up will forward a response to the applicant and the referring case manager. Units will not be held during the appeal process. If the appeal is successful and applicant is approved for occupancy, the applicant will be offered the next available unit.

Fair Housing

The property will comply with all federal, state, and local fair housing and civil rights laws and with all equal opportunity requirements.

Policy on Privacy

The privacy of applicants will be guarded as conferred by the Federal Privacy Act of 1974.

This in no way limits the management's ability to collect such information as may need to determine eligibility, compute rent, or determine an applicant's suitability for tenancy.

Pet Policy

Residents may not keep any type of pet on the premises, with the exception of those persons with disabilities requiring service animals, or as otherwise required by law.

Accessible Units

All units are adaptable to meet the needs of residents with disabilities, as defined by the California Building Code.

Two of the 34 units in the project shall be made accessible for persons with mobility impairments and one unit shall be accessible for persons with hearing or vision impairments. Preference will be given to applicants who require a unit with the specific design features offered in accessible units in the development. All reasonable efforts will be made to rent accessible units to applicants who require or who could benefit from such units.

In the case of an accessible unit, when no qualified applicant has applied that requires the design features offered, then the unit will be offered to the next qualified household. This applicant will be required to complete a Lease Addendum form, whereby they agree to transfer to a non-accessible unit within the development should a tenant or applicant require an accessible unit.

If after occupying the accessible unit, should the physical condition of the resident change and the resident no longer live in a unit designed for a mobility impairment, the resident may be required to move if the unit is needed to accommodate another individual in accordance to the terms of the addendum..

Failure to accept or move to the offered unit shall be deemed material non-compliance with the lease and would be cause for termination of tenancy.

Tenant Selection & Outreach

Step Up has agreements with Pacific Clinics, Amanecer, Saban Free Clinic and PATH, whereby they will refer prospective tenants and continue to provide them with primary mental health care during their tenancy. Step Up has already entered into a MOU with Pacific Clinics and has obtained commitment letters from Amanecer, Saban Free Clinic and PATH.

Notice may be given to these agencies and organizations which serve or engage with homeless transition age youth and adults by way of flyers, e-mails, telephone calls, and in-person visits. If specific agencies or organizations request information be given to consumers in the context of meetings, these requests will be honored, as staffing and resources allow. Applications will be accepted from persons who are not connected or referred by contracted agency mentioned above.

When an application is requested, the Property Manager will include the MHSA Eligibility Certification in the application packet. If an application is sent in without the MHSA certification, we will contract the applicant's Case Manager or the Applicant directly if no case manager is listed to inform them of the missing paperwork. The MHSA Eligibility Certifications are then forwarded to DMH for approval.

Conflict Resolution

Tenant grievances are initially handled by the Resident Manager. Tenant's requests will be handled as follows:

- a. Maintenance- when tenants request service, a work order should be prepared and an appointment made to complete the work. If the tenant is not going to be home at the time, permission for entry should be obtained.

- b. Request to delay payment of rent- a review of the circumstances is made by the Resident Manager and a feasible arrangement worked out where possible. A written commitment must be obtained. These will be reviewed with the Housing Director.
- c. Other tenant requests- other tenant requests can be handled by the Resident Manager. Tenant requests in the form of a general project suggestion will be reviewed for feasible implementation with the Resident Manger, Resident Council, and Residential Service Coordinator. If it is not possible to fulfill, an explanation will be given. Items pertaining to tenant relations in general with each other will be handled at a tenant meeting.

Evictions

Every possible effort will be made to prevent evictions and are only considered as a last resort. Actions that will lead to evictions include violent behavior towards other tenants and staff, manufacturing or sale of drugs and non-payment of rent.

Rents will be collected by the on-site manager on or before the first of every month. Tenants who are delinquents as of the close of business the third working day will be notified immediately by way of a courtesy notice placed in their mailbox or under the door that their rent is overdue and the possibility of eviction if their rent is not received. If payment is still not received by the 5th of the month, a three day notice to vacate or quit will be posted on the tenant's door. Additional procedures will be taken to assure that an image of fairness-yet firmness- is maintained in this regard. Pre-arrangements may be made for tenants whose regular pay schedule does not correspond to the normal collection, or if some unusual situation occurs. If rents are not paid by the 10th of the month, the accounts are turned over to attorneys for legal proceedings.

D.4 Supportive Services Plan (Step Up on Vine)

Description of Services:

Identify the primary service provider and discuss their specific experience providing supportive services to the target population.

Service Area 4 (SA4) mental health service providers (including Pacific Clinics, Amancer, Saban Free Clinic and PATH) with existing contracts with the Los Angeles County Department of Mental Health will refer prospective tenants and provide primary mental health services to tenants at Step Up on Vine. Step Up on Second, as supportive services provider, has an MOU with Pacific Clinics and commitments from Amancer, Saban Free Clinic and PATH to provide supportive services to tenants of Step Up on Vine.

Prospective tenants referred from Pacific Clinics, Amancer, Saban Free Clinic and PATH to Step Up on Vine for supportive housing should be enrolled in MHSA services such as Full Service Partnership (FSP) or Field Capable Clinical Service (FCCS). Pacific Clinics, Amancer, Saban Free Clinic and PATH will continue to provide primary mental health care services to tenants during the enrollment process and throughout their tenancy in the building. Mental health services provided by these providers will continue to be provided off-site at their respective facilities. These services shall include mental health assessment, therapy, rehabilitation, and collateral services; mental health, case management and advocacy services; education and outreach; crisis assessment and intervention; employment and personal care services; and medication support services. When appropriate, mental health providers will provide specified mental health services to tenants on-site at Step Up on Vine.

Step Up is the proposed provider of on site supportive service coordination for all services other than primary mental health care. In this capacity, Step Up's Residential Service Coordinator will collaborate with Pacific Clinics, Amancer, Saban Free Clinic and PATH to ensure that tenants continue to access needed mental health services from their primary provider. Step Up's Residential Service Coordinator will also provide a range of services to assist tenants in a variety of daily activities and supports available to promote stability and well-being. This includes assistance with shopping, budgeting, maintaining appropriate relationships with other tenants, scheduling and meeting appointments to obtain benefits, and receiving occupational testing and assessments. Step Up's Residential Service Coordinator will also coordinate a variety of on-site social-recreational activities and field trips.

Incorporated in 1984, Step Up on Second has a proven track record of providing client-driven wellness activities; individualized recovery services (employing Wellness and Recovery Action Plans); culturally and linguistically appropriate services; support to transition age youth, homeless individuals, and dually diagnosed individuals; peer-led services and support groups; safe, supportive housing; effective collaboration with local business representatives, civic organizations, educational institutions, hospitals, and social service providers; training and hiring clients in paid positions; and compliance with contract requirements. Since 1994, Step Up has provided service coordination services to tenants in a permanent supportive housing context. These services include life skills development, group services to tenants, linkage to outside mental health service providers, and linkage to other medical or supportive services.

For 24 years, Step Up has operated a multi-service drop-in center for severely mentally ill adults in downtown Santa Monica. The Day/Recovery center provides daily meals, showers, activity groups, mail services, 12-step groups (NA, AA), motivational interviewing, vocational training, job coaching as well as DMH funded Mental Health Rehabilitation Services both on site and co-located in the community. Step Up provides Adult and Transitional Age Youth (TAY) services under FSP, FCCS, general Case Management and Early Periodic Screening, Diagnosis, and Treatment (ESPDT) programs. In 2008 alone, Step Up's recovery center served over 1,800 individuals.

In 1998, Step Up created Daniel's Place, a drop-in and recovery center for young adults, ages 18-28, experiencing their first episodes of mental illness. Daniel's Place offers an environment where youth can make new friends, participate in social activities, and access computers, music, games, and art supplies. Annually, Daniel's Place serves approximately 190 individuals. Daniel's Place provides limited but valuable full scope EPSDT mental health services to about 14 eligible TAY as well.

In 1994, Step Up on Second developed 36 permanent, SRO units for mentally ill adults. Step Up manages the property (known simply as Step Up on Second), where tenants are supported by Step Up's comprehensive psychosocial rehabilitation and support services offered downstairs from the residential units. Step Up has successfully supported tenants in stable housing: of the 34 tenants that live at Step Up, their average tenancy period is 6.9 years.

In February 2009, Step Up on Second opened Step Up on Fifth, a 46-unit, service-enriched, permanent housing project for homeless and chronically homeless mentally ill individuals which was developed through a limited partnership with A Community of Friends. Step Up on Second is responsible for managing and providing supportive services at the project, which is based on the "housing first" model.

In August 2009, Step Up on Second opened its most recent development, Daniel's Village. Step Up on Second purchased the former tourist motel in 2007 and renovated it to provide eight units of early intervention supportive housing for homeless, transitional age youth (ages 18-28). Step Up on Second developed the project, and will manage it and provide tenants with comprehensive supportive services on and off-site.

Describe the proposed services including age-appropriate services for specific age groups. Identify when and how the supportive services will be available to MHSA tenants.

To ensure tenants have the support they need to maintain housing, the Residential Service Coordinator will link tenants with their primary care providers as well as plan and engage tenants in social recovery activities available on and off-site. Tenants may access services by visiting a Residential Service Coordinator during drop-in office hours, through a scheduled appointment, and/or through regularly scheduled recovery and wellness activities and support groups. A program for service assessment, service provision, and the frequency of services has been designed to best support the tenants needs.

The goal of Step Up on Vine is to provide permanent supportive, affordable housing to homeless transition age youth (TAY) and adults affected by mental illness. At the time when society expects transitional age youth to become more independent, prospective tenants actually need more support and structure to treat their mental illness. They typically cannot or do not want to rely on the housing support of their families, but they are unable to afford and manage most other housing. Their struggle to accept and manage their illness and its symptoms is further complicated by our complex mental health treatment system. Residential services will focus on life skills development essential to helping both TAY and older tenants re-learn how to live indoors and manage day-to-day responsibilities.

TAY have a wide variety of skills and service needs. Effective models of supportive housing for homeless and at-risk young adults ensure that the following services and supports are available:

- A relationship with as least one responsible, trustworthy adult (ideally, a mentor) and consistent emotional support.
- Opportunities to learn and practice independent living skills including hygiene, financial management, shopping, cooking, communication skills, conflict resolution, and parenting skills.

- Comprehensive employment services, which could include career counseling, job readiness, job placement and job training.
- Assistance and advocacy with accessing public benefits for which they are eligible.
- Medical care, dental care, and preventative health services, which may include education about how to prevent STD's and contraception options.
- Access to mental health and substance recovery services, including counseling and psychiatric treatment, and medication management.

These services will be able to distinguish normal feelings and behaviors among adolescents (such as moodiness, being childish when stressed, testing limits and rules, and experimenting with drugs and sex) from feelings and behaviors which may signal the youth has unmet mental health and/or substance abuse treatment needs. As such, tailoring services to provide a positive youth model that assumes that young people will make good choices if they have the opportunity to develop social, moral, emotional, physical, and cognitive competencies, will focus on providing the youth adult tenants with meaningful opportunities to develop skills needed.

For homeless mentally disabled adults in general, housing is the first and essential step to securing stability in their life. The activities of daily living such as securing food, protection from the elements, social relationships, employment and even adherence to mental health treatment goals, are significantly more difficult to manage without stable housing. Permanent housing is the optimum environment for stability. Case management staff will be the primary services providers. Services will include outreach, functional and mental health care needs assessment and plan development, psychosocial, life skills and vocational rehabilitation, advocacy, education, crisis prevention and intervention. The case manager's intention will be to develop a trusting therapeutic relationship, monitor and track each resident's progress and provide support and guidance to achieve and maintain stability. This will be done through the development of a plan based on the needs assessment of the resident. This collaborative work between the case manager and the resident will be an on-going process and practice.

Describe how you will assess the supportive housing needs of each tenant.

Step Up will collaborate with referring primary mental health care providers to assess the supportive housing needs of each tenant. Step Up's Residential Service Coordinator will meet with mental health providers as often as needed to maintain a positive housing experience. To assist Step Up in the assessment and provision of on-going supportive services, tenant's mental health case plans will be shared with Step Up's Residential Service Coordinator and maintained in the tenant's Service Plan, upon written consent by the tenant and primary mental health care provider.

The assessment will involve a process of personal interactions and discussions between the tenant and Step Up's Residential Service Coordinator. It will consider not only past history but the changing needs, interests, limitations and capabilities of each tenant. An assessment will be conducted to determine a tenant's current needs in the following areas: physical health care including substance abuse and other risk behaviors; independent living skills; financial services including money management and benefit establishment; social supports; vocational and/or educational; recreational; legal and other areas as determined by the tenant. Those authorized to be involved in the tenants life, that can be identified as significant, such as family friends, and other service providers who are authorized to share information are included in the assessment process whenever possible with verbal and/or written authorization of the tenant, as appropriate.

During the on-going assessment process, staff will engage and observe tenants to identify any functional impairment and other problem areas (legal problems, health, etc.) that could jeopardize their housing retention or reaching their wellness and recovery goals. The assessment will also consider readiness for

change, strengths and supports, including family and friends, and any cultural factors or barriers that will impact their ability to achieve their goals.

When possible, within 30 days of assessment, a Residential Service Coordinator will help participants identify his/her needs, objectives and overall goals to develop a personal service plan. The plan will outline interventions and activities required to pursue those goals, and shall reflect the tenant's preferences. Immediate needs such as health care will be addressed first.

Specify how the supportive services plan promotes wellness, recovery and resiliency.

Based on the concept of recovery, not illness and symptoms, tenants will be encouraged to understand and acknowledge that having a chronic illness does not limit them from learning effective ways to manage it and live a more normal and productive, stable life. Step Up helps homeless individuals obtain the resources and skills needed to remain housed and lead meaningful lives. Within this model, the focus of Step Up's Supportive Service Plan and each tenant's individualized Service Plan is on "*recovery, hope, well-being and empowerment.*" To ensure tenants have the support they need to maintain housing, supportive services and social recovery activities will be available on and off-site. This model, and the services identified in each individual's service plan, will promote wellness, recovery and resiliency.

As a supportive housing provider, we ensure that our housing model incorporates flexible services designed primarily to help tenants maintain housing. These services will be available to tenants to help them achieve their goals and include case management, mental health services, substance use rehabilitation and recovery support, vocational training and counseling, service coordination and outreach, and life skills training. As a goal of "housing first" is to immediately house people who are homeless; housing first comes no matter what is going on in one's life and the housing is flexible and independent so that people get housed easily and stay housed. This type of housing approach emphasizes ease of entry and ongoing access to services.

Utilizing the *Harm Reduction Model* as a practical strategy that reduces the negative consequences associated with drug use and meeting drug users "where they are at", addressing conditions and motivations of drug use along with the use itself. Harm reduction acknowledges an individual's ability to take responsibility for their own behavior. This approach fosters an environment where individuals can openly discuss substance use without fear of judgment or reprisal. Staff working in a harm reduction setting work in partnership with tenants, and are expected to respond directly to unacceptable behaviors, whether or not the behaviors are related to substance use. The harm reduction model has also been successfully broadened to reducing harms related to health and wellness as well as many other issues. Applications for tenancy will not be rejected because of current drug use per utilization of the Harm Reduction Model.

Describe your supportive service staffing pattern, including specific duties of each staff and the client to staff ratio.

Onsite, one (1) full-time Residential Service Coordinator will provide comprehensive life skills coordination services with tenants during regular business hours. The Residential Services Coordinator will be responsible for helping tenants' access mental health services through their primary mental health care providers; helping tenants stabilize in their recovery; and helping tenants remain housed. Towards this end, The Residential Services Coordinator will be responsible for communicating with tenants' primary mental health providers; planning and coordinating on-site supportive services; and engaging and supporting tenants to participate in services and activities. They will manage, direct and implement social services (leisure, health, and recreational) for the project; oversee the Tenant Advisory Council and regular meetings on site; provide outreach to tenants through home visits and telephone contacts; and

monitor for compliance, stability and warning signs of decomposition and crisis, and respond accordingly through coordinating with their primary mental health care provider. In addition, two (2) live-in resident managers will be trained to provide information, referrals, and support to tenants. Evening and weekend support will be on an on-call rotation and triaged as needed.

Describe frequency of contacts (both formal and informal) between supportive services staff and MHSA tenants.

The Residential Services Coordinator will meet regularly with each tenant to develop their individualized service plans and review progress towards meeting identified goals. The Residential Services Coordinator will encourage tenants to meet at mutually agreed upon and at regular intervals such as weekly or daily as needed, and conduct outreach to them through home visits and telephone calls. Step Up will provide informal opportunities for the tenants to check in with the Residential Service Coordinator through planned recreational activities (e.g., movie nights, game nights, etc.) and spending some time each day in the common areas. The Residential Services Coordinator will work Monday – Friday from 8AM-5PM. Resident Managers will be available on-call during the evenings and weekends to contact the appropriate case managers or program manager to respond to emergencies where tenants may require assistance accessing services to maintain their stability.

There will be formal monthly Resident meeting between Resident Manager, Resident Service Coordinator and Residents. An agenda is created collaboratively across all departments and provided to those in attendance and not in attendance (following the meeting). General Topics include updates and reminders regarding rents, paperwork submissions, inspections, pest control, community activities updates, group sessions, outings, TAC (Tenant Advisory Committee) updates, requests and open forum.

Describe where both on- and off-site services will be delivered. Identify community linkages and how they will be accessed.

Our plans include opening and operating a community mental health drop in center which models Step Up's Santa Monica location program. The drop-in center will be built concurrently with the residences. All on-site services listed in the Supportive Services chart will be available upon initial occupancy. We will also allow residents or homeless members in the community to access the on-site services offered at Step Up on Vine. Staffed and operated by Step Up employees separate from the Residential Services Coordinator, the community mental health center will be located downstairs from the residential units and will provide tenants with access to a range of recovery services and hot meals daily. The facility will include a commercial kitchen used to prepare the hot meals and provide hands-on vocational training in food preparation to tenants and other Step Up members from the community. Step Up is has commitments from Hollywood service providers including Pacific Clinics, Amancer, Saban Free Clinic and PATH to deliver supportive services at the center, which will be open to Step Up on Vine tenants as well as other community members with mental illnesses.

Onsite services at Step Up on Vine shall include:

- Psycho-education groups for tenants so that they may better understand their illness, its causes, symptoms and options for treatment;
- Coordinated case management and crisis services, with the tenant's primary DMH service provider, tailored to goals which are identified by tenants, and are worked towards at the client's own pace;
- Daily congregate meals (breakfast and dinner served downstairs at the Community Service Center);

- Benefits counseling and advocacy;
- Vocational training and supported employment;
- Life-skills education and development;
- Recreational/socialization activities (e.g., yoga, field trips, theme parties, etc.);
- Self-help and peer support groups;
- Representative payee/money management services;
- Substance abuse counseling/relapse prevention;
- Health screenings and education (through The Saban Free Clinic); Referrals and follow up to legal services, primary health care, transportation assistance, educational programs/schools.

Off-site services shall include:

- Access to appropriate and responsive clinical case management, psychiatric care, and medication monitoring and education (through the Pacific Clinics, Amancer, Saban Free Clinic and PATH or other qualified Department of Mental Health Provider);
- Access to local supportive services or resources that may assist tenants in their ongoing recovery, housing stabilization, and community integration. Such services might include substance abuse treatment, enrollment in an educational institution, enrollment in a vocational/employment program, etc. Tenants will be linked to organizations and programs including Phoenix House, PATH Mall, Saban Health Clinic, Salvation Army, Angels Flight, and LA Gay and Lesbian Center.

Step Up on Second will establish relationships with staff at other locations where off-site services are provided to smoothly navigate the system and to integrate tenants with the community. While there is no minimum requirement for service, tenants will be encouraged to access off-site services through public transportation and/or a Step Up van through its Community Service Center. Step Up encourages members to learn and use public transportation and secure disabled bus passes. Workshops or individual support about routes, schedules, etc. are provided by peers or supportive services staff.

Job training and placement

Each year, Step Up helps approximately 100-150 clients, including 34 TAY, secure meaningful employment and volunteer opportunities. Step Up's vocational strategy is client-driven with participants setting the pace of their movement through the training program. Without pressure, services help clients move towards greater self-determination and independence. At Step Up on Second in Santa Monica, participants in the Job Training and Placement Assistance Program receive hands-on experience in paid positions performing such tasks as word processing, data input, building maintenance, carpet cleaning, receptionist work, clerical support, food service, and retail associate work. Post-employment and job retention assistance can continue at the client's request for as long as they desire. Given its success in helping clients achieve greater self determination and independence, Step Up anticipates replicating its job training and supported employment program at the Hollywood location.

Step Up contracts with the State of California Department of Rehabilitation for vocation training and job placement assistance services. Our Fresh Start catering service and retail store in Santa Monica are supported through contracts with the Department. Our hope is to expand our contract with the Department to support similar efforts on this project.

Explain your approach to providing supportive services to the MHS Housing Program target population while addressing the specific needs and issues associated with the target population and protecting tenant privacy.

To ensure that the target population needs will be met and also ensure tenant's privacy, tenants will be required to sign a consent for services which stipulates Step Up's confidentiality and privacy protocols, which are consistent with professional standards and in compliance with HIPAA regulations. Tenants will be asked to sign releases of information relevant to their individualized service plans when appropriate to ensure prompt access to needed services and/or resources.

Tenant records of treatment and personal health information discussed and on file are confidential except in cases where mental health professionals are mandated by law to report or otherwise allowable under HIPAA regulations. This includes any serious threat to harm another's life, any suspected child, elder or dependent abuse, or if the tenant is a danger to (suicidal) or unable to care for himself (gravely disabled). Step Up on Second will act to insure the safety of all concerned and may notify the appropriate persons/legal authorities.

The onsite Residential Services Coordinator will receive training in the development and the support of consumer run Wellness Recovery Action Plans (WRAP) groups. Each tenant who is interested in receiving case management will be encouraged to develop a WRAP to address goals, objectives, and activities identified to promote wellness. Plans will consider daily maintenance, triggers, early warning signs, when things are breaking down, crisis plan, and a post-crisis plan. Service Coordinators will be available to meet with tenants a minimum of once weekly, and more often as needed to evaluate each tenant's recovery continually, and will support adjustments in recovery plans as needed.

To ensure that Step Up provides services in a culturally and linguistically appropriate manner, Step Up has always employed a staff rich in diversity. All staff members at Step Up on Vine will be encouraged to attend trainings and conferences that focus on working with clients of specific cultures, age groups and backgrounds.

Self-Determination and Independence

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

Step Up and collaborating service providers offer such a comprehensive range of services which can be provided and tailored to meet each tenant's individual needs at his own pace. The supportive services plan will effectively assist tenants in working towards symptom stabilization, maintaining housing and self determination and independence.

Step Up's approach to service-enriched supportive housing for homeless individuals affected by mental illness underscores the importance of connecting services to affordable housing, with stable housing critical to each tenant's ongoing recovery, independence, and community integration. A program for service assessment, service provision, and the frequency of services has been designed to best support tenants.

Step Up utilizes models including Housing First and Harm Reduction. The models are designed to reinforce that the resident is accountable for behavior and actions that will allow him/her to maintain housing. This type of housing approach emphasizes ease of entry and ongoing access to services and

acknowledges the individual's ability to take responsibility for staying housed. This approach fosters an environment where individuals can openly discuss substance use without fear of judgment or reprisal. Staff working in a harm reduction setting work in partnership with tenants, and are expected to respond directly to unacceptable behaviors, whether or not the behaviors are related to substance use. The harm reduction model has also been successfully broadened to reducing harms related to health and wellness as well as many other issues.

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

To ensure tenants have the support they need to support their ongoing recovery and maintain housing, Residential Service Coordinators will link tenants with their primary care providers on a regular basis as well as plan and engage tenants in social recovery activities available on and off-site.

In addition to its direct provision of comprehensive on- and off-site services, Step Up benefits from participation in a wide variety of community partnerships that promote the independence, well-being, resilience, and integration of tenants in the community. Step Up has strong collaborative relationships with community-based organizations that will provide tenants with a range of social services and resources (e.g., shelter, housing, substance abuse treatment, employment, primary health care, dental care, benefits support, disability services, independent living skills, groceries, etc.) supporting tenants' recovery, independence, and participation in community. Towards this end, Step Up makes/accepts referrals, and coordinates and plans service delivery with The Salvation Army, Phoenix House, Gettlove, PATH, Portals, Department of Rehabilitation, Odessa House, Veteran's Administration, Los Angeles County Department of Mental Health, LA Gay and Lesbian Center, Angels Flight, Aviva Center, Los Angeles Department of Aging, Los Angeles County Probation Department, Saban Health Clinic, Hollywood-Sunset Free Clinic, LA Youth Network, My Friend's Place, Legal Aid Foundation, LA City College, Hollywood Worksource/One-stop Center, AIDS Healthcare Foundation/Hollywood, Assistance League for Southern California, Behavioral Health Services, and Catholic Charities.

Step Up collaborates with organizations and members of the local community to engage TAY and adults affected by mental illness in services and to ensure community support of Step Up's programs. Step Up's semi-annual community education events covering topics of illness, forms of treatment, resources for families, etc., are effective means of increasing public understanding of mental illness and developing positive relationships with community members, many of whom become involved as volunteers, board members, or donors to the agency.

Step Up distributes quarterly newsletters throughout the community presenting readers with educational articles and opportunities to volunteer. Once in Hollywood, staff and volunteers will make educational presentations to neighborhood groups and civic organizations, and write articles about mental illness and Step Up's programs in local newspapers or bulletins.

Currently, Step Up actively participates in the Service Planning Area 5 Services Advisory Committee and enjoys a number of partnerships with faith-based organizations on the Westside, including the Unitarian-Universalist Community Church of Santa Monica, St. Monica's, and St. Matthew's who provide meals, volunteers, and donations to Step Up. In turn, Step Up makes regular presentations to Westside congregations to address the stigma of mental illness and to educate the community about how to respond to mental illness with compassion and caring. While Step Up has already begun developing relationships with stakeholders from Hollywood, including the Hollywood Business Improvement District, private donors, and public officials representing the area, Step Up will enhance its working relationships and partnerships in the Hollywood area throughout the pre-development and development phase to ensure

broad community support, improve services and effective collaborations, and promote meaningful recovery, independence, and housing stability for tenants.

Describe any peer facilitated groups or self help programs that will be included in your plan.

The Resident Service Coordinator will refer tenants to appropriate peer facilitated or self-help groups based on the needs and skills of the tenants. Self-help and peer support groups are offered to link clients with others who share similar problems; reduce feelings of isolation, stigma and shame; remove barriers to positive behavioral and emotional changes; restore self esteem and identity; and enhance tenants' roles in the community. Groups/workshops include psycho- educational groups, social support and activity groups, family support, and peer advocacy support. Groups currently conducted by staff, volunteers, family members, and community members at Step Up on Second's Santa Monica location include: 12-step groups for AA and NA; smoking cessation, independent living skills, budgeting/money management, "mood tune up," conflict resolution, new attitude, personal growth and potential, positive thinking, living in balance, anxiety and depression, "how to tell your story," journal writing, poetry club, book club, "understanding our thoughts," art club, men's group, women's group, making/keeping commitments, effective communication, and recovery.

Peer facilitated or self help programs will provide additional support or may reach tenants who are not responsive to case managers. These programs allow involvement by the tenant and the opportunity to interact with peer models to help with life planning and establishing goals.

Housing stability

Identify specific services and efforts that you will employ to promote housing stability and retention. Explain how the services provided will assist tenants to remain in their housing.

Step Up on Vine will give prospective tenants an opportunity to live in permanent, affordable housing while living independently and contributing as functioning adults in the community. The individualized support and comprehensive services provided on site will help tenants retain their housing, identify treatment options, and stabilize tenants in their recovery and ultimately prevent homelessness for a difficult to serve population. Peer support, and Step Up's efforts to develop a sense of community among tenants at Step Up on Vine through psycho-social activities and the tenant council, will promote housing stability. Step Up's linkages to additional services and resources (employment, education, etc.) foster community reintegration, wellness and housing stability.

Research from Martha Burt and an Urban Institute Presentation, *Integrating Housing and Service*, shows that over a three year period, those living in supportive housing where services are available on-site or near site have higher rates of housing retention. The proximity of the services offered to the tenants increase the likelihood that they will be utilized which supports the tenant to remain housed and assists in building confidence in themselves and their abilities. In cases where a tenant may be experiencing difficulties within the housing, the Resident Manager will notify the Resident Services Coordinator of the negative behavior. The Resident Services Coordinator will notify the case manager immediately of any behavioral changes and will work with the tenant early on to address any negative behavior that may lead to an eviction.

Engaging Tenants in Supportive Services and Community Life

Explain the strategies you will employ to engage tenants in supportive services.

Step Up's staff understands the importance of persistence and finesse to engage tenants. Relationship building with each tenant is the key to our success. We will work diligently to engage tenants at their own pace in a variety of activities and supports. While tenants will have the opportunity for daily contact with a Residential Service Coordinator, Step Up expects frequency of contact - and type of contact - to vary among individual tenants based on their service needs, desire for contact, desire for independence, etc. Towards this end, the Residential Service Coordinator will provide opportunities to meet with each tenant on a regular basis, both informally and formally. The Residential Service Coordinator will encourage tenants to make weekly appointments, and will also hold regular "office hours" to allow tenants the opportunity of both formal and informal support. The Residential Service Coordinator will also inform tenants about ongoing support groups, specialized educational workshops, services, community events, and recreational activities through announcements, bulletin board postings, and notes

Explain the strategies you will employ to assist tenants in developing a sense of community within the housing project.

The Residential Service Coordinator will provide opportunities for tenants to participate in social activities, attend support groups, or participate in workshops provided on-site. The Residential Service Coordinator on a range of strategies to continually engage tenants and support their ongoing recovery and stability in housing, including activities designed to help tenants develop a sense of community within Step Up on Vine. Such activities will include scheduled movie nights, pot-luck meals, game nights, arts and crafts, and yoga.

Tenants will be encouraged to participate in the Step Up Tenant Advisory Committee (TAC), an existing Step Up body of elected representatives from tenants among our housing projects. Step Up on Vine tenants will have elected and non-elected participants in the TAC to represent the broad interests and needs of tenants at Step Up on Vine among the needs of Step Up tenants across all of our projects. The TAC provides input to the Step Up Member Advisory Committee (MAC). The MAC provides member input to Step Up across all levels of the organization to represent the needs and inputs of members in the agency. MAC informs staff on a regular basis for feedback on programming and has representatives that sit on the Step Up Board of Directors, the governing body of Step Up.

Additionally, Step Up on Vine tenant meetings will be held monthly. These meetings will include refreshments or light meals to encourage participation and foster a sense of community within the building.

Explain the strategies you will employ to assist tenants in re-integrating back into the larger community.

Step Up anticipates that tenants will have access to Peer Advocates through their primary mental health care providers. These Peer Advocates, along with other tenants, will help tenants engage in social activities, attend support groups, or participate in workshops. When possible, peer advocates will collaborate with the Service Coordinator on a range of strategies to continually engage tenants and support their ongoing recovery and stability in housing, including activities designed to help tenants engage in the larger community. Such activities might include field trips or excursions to local attractions (e.g., theater, museums, farmers' markets), assistance navigating and using public transportation, enrollment in community classes, and linkage with appropriate volunteer opportunities).

Communication:

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

Step Up will serve as on-site service coordinator for Step Up on Vine, and Barker Management will serve as the property management agent. Barker Management, along with Step Up's Supportive housing department is responsible for the on-going operations of each community, including the physical maintenance, regulatory compliance and property management, which includes lease administration and admissions. Step Up's Program Department provides supportive services for Tenants and oversees the Resident Service Coordinator, and Tenant Advisory Committee. They act as an advocate and a conduit for engaging the tenant in supportive services.

The Resident Manager and Resident Service Coordinator will meet once a week to discuss: Vacancies (interview dates, inspections, missing paperwork, pending move-outs, evictions, waiting list update), Tenant Relations (incident reports, notices, grievances, tenant delinquent in rent, inspections issues, abatements, housekeeping issues, reasonable accommodations), Physical Property & Safety (emergencies, graffiti, exterior repairs and pending work order updates), On-going Action Plan progress and Calendar Updates. Meeting minutes will be taken and disbursed to all in attendance and also the Housing Director and Program Director. Formal and regular meetings between departments allow for effective communications and constructive problem solving and plans of action that benefit both teams.

Also, cross training each department allows for occupational and philosophical understanding of each persons role on-site. For example, Resident Service Coordinators will be trained and well versed in the Lease and House Rules and Understanding the policies and procedures surrounding notices such as: Warning Notices, Incident reports and Perform or Quit Notices, Pay or Quit Notices, etc. and possible ramifications of each. Additionally, they will have firm understanding of actions or behaviors that can lead to immediate termination. With the same regard, Resident Managers will learn the Housing First Model, Harm Reduction, and a brief overview of Mental Illness and Homelessness. This will create solidarity by reducing the propensity for misinformation, the tenant and all for honest and informed dialogue; ultimately, providing the leverage necessary to help the tenant retain their housing, initiate wellness and recovery.

Based on the information from the meetings, the Resident Service Coordinator will, as needed, contact the primary mental health provider to ensure tenants continue to access appropriate mental health services and maintain housing. The Residential Service Coordinator will make bi-weekly telephone calls to check in, or communicate more regularly with tenant's primary mental health care provider, if appropriate.

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

Admission

Step Up on Vine Housing targets low income, homeless individuals with mental illness, including adults and transition age youth from ages 18-25. All prospective applicants must be enrolled in services with a qualified primary health care provider contracted with the Los Angeles County Department of Mental Health. Primary providers with Memoranda of Agreement with Step Up will refer clients to Step Up for supported housing, and will continue to provide primary mental health care to clients throughout their tenancy.

With respect to the treatment of applicants, Step Up will not discriminate against any individual or family because of race, color, creed, national or ethnic origin or ancestry, religion, sex, sexual preference, gender identity, age, disability, handicap, military status, source of income, marital status or presence of children in a household, acquired immune deficiency syndrome (AIDS) or AIDS-related conditions (ARC), or any

other arbitrary basis. No criteria will be applied or information considered pertaining to attribute of behavior that may be imputed by some to a particular group or category. All criteria shall be applied equitably and all information considered on an applicant shall be related solely to the attributes and behavior of individual members of the household as they may affect residency.

Reasonable Accommodations

Reasonable accommodations will be made to meet the needs of disabled applicants, including applicants with both physical and/or mental disabilities.

Management will apply the same screening criteria to all applicants. However, management is obligated to offer qualified applicants with disabilities additional consideration in the application of rules, practices, or services and structural alterations if said accommodation will enable an otherwise eligible applicant or tenant with a disability an equal opportunity to access and enjoy the housing program. Management is not, however, required to make a reasonable accommodation or physical modification if the accommodation or modification will result in an undue financial burden to the property or if it requires management to alter or change a basic component of the housing program.

If applicant has a physical or mental disability, and as a result of this disability there are reasonable accommodations that should be considered in the application, please attach a note to the application describing the reasonable accommodation(s) being requested and why they should be considered in the application. The applicant may be asked to fill out a Reasonable Accommodation Request form upon receipt of the application and further information may be required from a certified medical provider to verify need for reasonable accommodations.

Step Up's Residential Service Coordinator will help prospective tenants referred from primary health care providers throughout the application process. Assistance provided may include:

- Explaining and filling out the application form
- Obtaining supportive documents needed to complete the application
- Attending the property management interview
- Help with the appeal process
- Help with a reasonable accommodation

Occupancy standards

- h) Units will be occupied by one person only.
- i) The applicant must be 18 years of age or older, unless he or she is an emancipated minor. All household members, age 18 years or over, and emancipated minors, must sign the appropriate consent forms and comply with the verification process.
- j) The applicant must be homeless or at-risk of homelessness at the time of referral.
- k) Applicant must be able to maintain the housing unit in accordance with local health standards and Housing Authority standards, with or without assistance.
- l) The applicant must have a valid Social Security Number and legal photo ID.
- m) Once the applicant is approved for occupancy and moves into the property, the assigned unit must be tenant's primary place of residence
- n) The total applicant income cannot exceed 50% of area median income

Verification Process

- A. Financial
 - 1. All income will be verified in writing by the income source indicated on income certification form.
 - 2. All assets, including bank accounts, will be verified in writing.

3. Upon initial occupancy, resident's income cannot exceed 50% of the area median income as published annually by the U. S. Department of Housing and Urban Development and The California Tax Credit Allocation Committee.
10. Applicants with Section 8 certificates and will be processed under the same criteria.
11. To protect the property from rent charge loss or delinquency, applicants where projected rent obligation will be more than 50% of their household's combined monthly income on rent will not be accepted. Applicants approved for a shelter plus care unit or with a section 8 certificate are exempted from this criteria.
12. Third-party income verification will be required from all sources including but not limited to:
 - a. Employment, Self Employment
 - b. Savings and checking
 - c. Pension
 - d. Disability
 - e. Asset verification, property, home, stocks, bonds, annuities, IRA, etc.
 - f. Government assistance, A.F.D.C., food stamps, etc.
 - j. Social Security
 - k. Child Support/Alimony
 - l. Non-Tuition Financial Aid
13. Background checks covering the last 5 years will be run on all applicants.
14. Income calculations are based on the applicant's annual gross (anticipated) income for the following 12 months. Annual gross income includes income from any and all assets.
15. Criminal record checks will be conducted on all applicants who have satisfied the income requirements, credit report and tenancy requirements. A criminal history or misdemeanor offense (s) could be grounds for denial:
 - a. Applicants convicted of acts of violence will be denied occupancy.
 - b. Applicants with child molestation and/or sexual misconduct convictions will be denied occupancy.
 - c. All applicants with a criminal conviction relating to the manufacturing or sale of illegal drug or control substances will be denied occupancy.
 - d. Applicants that have been evicted from a federally-assisted housing project could be denied occupancy.

At the request of an applicant, a reasonable accommodation request will be considered. In addition, with the approval of the applicant, the referring case manager will be given an opportunity to appeal any application denial based on information obtained from criminal record checks. However all applicants will have to demonstrate that they meet program requirement.

In accordance with HUD occupancy guidelines set forth in the HUD Handbook 4350.3, all income will be verified in writing on appropriate project income verifications forms. If assets are less than \$5,000, tenants will certify their assets by completing an Asset Certification Form. If assets are greater than \$5,000, all assets including bank accounts will be verified by the income source. All applicants will be required to sign a Child Support Affidavit.

A credit reference will be required covering the last five years. Any outstanding collections which exceed \$1,000.00 (medical expenses are exempt from this standard) are basis for denial of applicant. Foreclosure and bankruptcies are also basis for denial. Applicant will be considered for residency if s/he can prove that s/he moved as a result of a divorce and that the spouse was responsible for all debt. Applicants will also be informed of their option to appeal a rejection, and to request a reasonable accommodation. 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 offering reasonable accommodation due to their disability.

Waiting List

Offer of Apartment:

Applicants will be offered only one apartment. Mitigating circumstances may be taken into account, such as an emergency situation or hospitalization. In such a case, if an applicant cannot accept an apartment during the initial lease-up of the building, the applicant would be placed on the waitlist in chronological order.

- A. Applicants will be added to a waiting list in chronological order.
- B. In the event that the volume of applications received exceeds the number of available apartments and more than one applicant qualifies for the unit; the application with the earliest date will be approved. The other will go on top of the list until the next unit is available.
- C. When the next 30-day notice is received by management, it will be the responsibility of the site administrator to notify the applicant at the top of the waiting list. If that applicant turns down the unit, management will then proceed to the next person on the waiting list. With the approval of the applicant, the site manager will also notify the referring case manager.
- D. If an applicant on the waiting list rejects the two units offered to him/her. It is considered to be a withdrawal of the application by the applicant.

General

- A. All applicants will be initially interviewed by Housing Staff.
- B. It will be the responsibility of the Step Up to inform the applicant in writing of rejection or approval. The referring primary mental health service providers will receive prior notice of any Vine Street referral that does not meet the tenant selection criteria. Subsequently and no later than three (3) days after the primary mental health provider has been notified of Step Up's intent to disqualify an applicant, Step Up will send a written notice of rejection to the applicant through the referring case management agency.
- C. Step Up will notify applicants who are rejected, in writing, and the applicants will be informed of their option to appeal this decision.

Rejected Applications

- A. Applications may be rejected for any of the following:
 1. Blatant disrespect, disruptive or anti-social behavior toward management, the property, or other residents exhibited by an applicant or family member any time prior to move-in (or demonstrable history of such behavior);
 2. A negative landlord or other reference, encompassing failure to comply with the lease, poor payment history, poor housekeeping habits (when house visits apply), or eviction for cause;
 3. Rent exceeding 30% of monthly income without a demonstrated ability to pay;
 4. Falsification of any information on the application;
 5. Household size that does not conform to the stated minimum and maximum sizes;
 6. Income exceeding the of area median based upon income limits established at the property;
 7. Anyone in the household is subject to lifetime registration requirements under any state sex offender program.
 8. No references from social workers or others involved with the applicant in a professional capacity are submitted if required. Units will not be held while we wait for requested paperwork.
 9. Other good cause, including, but not limited to, failure to meet any of the resident selection criteria in this document.
- B. Appeal Process: All rejected applicants will have the right to appeal the decision. All appeals must be made in writing and must be received by the Step Up no later than ten (10) days after the

date of the rejection letter. Within five (5) working days of receipt of an appeal, Step Up will forward a response to the applicant and the referring case manager. Units will not be held during the appeal process. If the appeal is successful and applicant is approved for occupancy, the applicant will be offered the next available unit.

Fair Housing

The property will comply with all federal, state, and local fair housing and civil rights laws and with all equal opportunity requirements.

Policy on Privacy

The privacy of applicants will be guarded as conferred by the Federal Privacy Act of 1974. This in no way limits the management's ability to collect such information as may need to determine eligibility, compute rent, or determine an applicant's suitability for tenancy.

Pet Policy

Residents may not keep any type of pet on the premises, with the exception of those persons with disabilities requiring service animals, or as otherwise required by law.

Accessible Units

All units are adaptable to meet the needs of residents with disabilities, as defined by the California Building Code.

Approximately two units will be accessible for residents with mobility impairments. Preference will be given to applicants who require a unit with the specific design features offered in accessible units in the development. All reasonable efforts will be made to rent accessible units to applicants who require or who could benefit from such units.

In the case of an accessible unit, when no qualified applicant has applied that requires the design features offered, then the unit will be offered to the next qualified household. This applicant will be required to complete a Lease Addendum form, whereby they agree to transfer to a non-accessible unit within the development should a tenant or applicant require an accessible unit.

If after occupying the accessible unit, should the physical condition of the resident change and the resident no longer live in a unit designed for a mobility impairment, the resident may be required to move if the unit is needed to accommodate another individual in accordance to the terms of the addendum.

Failure to accept or move to the offered unit shall be deemed material non-compliance with the lease and would be cause for termination of tenancy.

Outreach

Special marketing outreach consideration will be given to applicants who are severely mentally ill. Step Up is entering agreements with Pacific Clinics, Amancer, Saban Free Clinic and PATH, whereby they will refer prospective tenants and continue to provide them with primary mental health care during their tenancy.

Notice may be given to these agencies and organizations which serve or engage with homeless transition age youth and adults by way of flyers, e-mails, telephone calls, and in-person visits. If specific agencies or organizations request information be given to consumers in the context of meetings, these requests will be honored, as staffing and resources allow.

Conflict Resolution

Tenant grievances are initially handled by the Resident Manager. Tenant's requests will be handled as follows:

- d. Maintenance- when tenants request service, a work order should be prepared and an appointment made to complete the work. If the tenant is not going to be home at the time, permission for entry should be obtained.
- e. Request to delay payment of rent- a review of the circumstances is made by the Resident Manager and a feasible arrangement worked out where possible. A written commitment must be obtained. These will be reviewed with the Housing Director.
- f. Other tenant requests- other tenant requests can be handled by the Resident Manager. Tenant requests in the form of a general project suggestion will be reviewed for feasible implementation with the Resident Manger, Resident Council, and Residential Service Coordinator. If it is not possible to fulfill, an explanation will be given. Items pertaining to tenant relations in general with each other will be handled at a tenant meeting.

Evictions

Every possible effort will be made to prevent evictions and are only considered as a last resort. Actions that will lead to evictions include violent behavior towards other tenants and staff, manufacturing or sale of drugs and non-payment of rent. In addition, failure to comply with lease terms and house rules which infringe with others peaceful and quiet enjoyment of the premises.

Rents will be collected by the on-site manager on or before the first of every month. Tenants who are delinquents as of the close of business the third working day will be notified immediately by way of a courtesy notice placed in their mailbox or under the door that their rent is overdue and the possibility of eviction if their rent is not received. If payment is still not received by the 5th of the month, a three day notice to vacate or quit will be posted on the tenant's door. Additional procedures will be taken to assure that an image of fairness-yet firmness- is maintained in this regard. Pre-arrangements may be made for tenants whose regular pay schedule does not correspond to the normal collection, or if some unusual situation occurs. If rents are not paid by the 10th of the month, the accounts are turned over to attorneys for legal proceedings.

Specify the frequency of scheduled contacts/meetings among the key partners, the purpose and objectives of these meetings, and who should participate.

Step Up's Residential Service Coordinator will meet with mental health providers as often as needed to maintain a positive housing experience, to ensure an appropriate level of services is provided, and to maintain positive communication between the all parties.

Describe how service coordination will be accomplished with one or more providers.

The Residential Services Coordinator will work with each tenant's mental health provider to ensure that an appropriate level of mental health services is being delivered to the tenant. The Residential Service Coordinator will support case managers by providing complimentary life-skills services to the tenant.

Budget:

See attached.

D5. Supportive Services Chart

Supportive Service	Target Population	Service Provider(s)	Service location
Psychiatric care	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Pacific Clinics, LACDMH, Amancer, Saban Free Clinic	Off-site at respective mental health care facilities
Medication management	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Pacific Clinics, LACDMH, Amancer, Saban Free Clinic	Off-site at respective mental health care facilities
Psycho education	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59))	Step Up	On site
Service coordination	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up	On-site
Therapeutic services	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up	On site
Benefits counseling and advocacy	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up	On site
Representative payee/money management services	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up	On site
Substance abuse counseling/relapse prevention	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	PATH	On and Off site
Substance abuse counseling/relapse prevention/detox	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	PATH	On and Off site
Health screenings and education	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Saban Free Clinic	On and Off site
Health screenings, primary health care	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Saban Free Clinic	On and Off site
Transportation assistance (van rides, using public transportation, provision of bus passes/tokens)	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up	On site
Self help/12-step groups	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up (NAMI, AA, NA, etc.)	On site
Independent Living Skills	SPMI or SED TAY (18-25) and SPMI or SED adults (26-59)	Step Up	On site