

Item D.7. Supportive Services Plan

1. A description of the anticipated needs of the MHSA residents

The proposed *Mid-Celis Apartments project* (“*Mid-Celis*”) will serve the housing needs of Transitional Age Youth (TAY) and Transition Age Foster Youth (TAFY), ages 18-25, who have emancipated from the foster care system and who are at risk of becoming, or are currently homeless and are being served through the Department of Mental Health (DMH) with an open and active case. Transition Age Foster Youth are a subcategory within the broader TAY population. Like TAYs, TAFYs lack support from friends and family; with many having experienced abuse, neglect, and/or abandonment; possessing high mental health needs; and often lack education and/or skill sets needed to live independently.

The lack of a family support system and a history of uncertainty make it nearly impossible for these young adults to find stable housing. This population group is too old to be eligible for Children’s Services and is not prepared to live independently. At the age of eighteen, when Children’s Services funding is terminated, these youth are expected to instantly possess the skills, maturity, knowledge, and financial capability to survive independently.

The need for housing TAYs in the San Fernando Valley is significant. The need is demonstrated by the discrepancy between the number of transitional aged youth that are homeless and other similar housing developments in Los Angeles versus the number of developments available in the San Fernando Valley. The ratio of similar housing developments available to TAYs between Los Angeles and San Fernando is 5:1 (meaning that for every 1 housing development serving TAYs in the San Fernando Valley, there are approximately 5 housing developments available in Los Angeles).

According to Penny Lane Centers (a nonprofit dedicated to serving the needs of foster children and transition aged youth), studies have shown that of those TAYs that have “aged out” (reached 18 years of age), from the foster care system have a significantly increased risk of homelessness, with 22% experiencing homelessness within the first three years of discharge. In addition, the number of youth that have “aged out” of the system in California has increased by 55% from 3,380 to 5,255 over the last ten years (from 1998 to 2008). It is estimated that 15% of foster youth transitioning into adulthood have severe physical or mental disabilities and that 67% of the homeless adolescents experience mental disabilities. Although federal social security income benefits provide an important resource for this population, most lack the knowledge and ability to access resources on their own.

From nearly two decades of experience, the supportive housing industry has learned that special needs populations, and particularly TAYs and TAFYs with mental illnesses, require a rich array of supportive services to help them maintain stable housing, develop greater self-determination and self-sufficiency, and achieve their life goals. Through its partnership with Penny Lane Centers (“PLC”), Los Angeles Housing Partnership (“LAHP”) has researched projects with populations that are similar to that of Mid-Celis,

met with the *Los Angeles County Special Needs Housing Alliance Project Review Committee*, and consulted with experts in the field of supportive housing to arrive at the following description of the expected service needs of the target population:

Population	Service Needs
All residents	Intake and assessment, information and referral, recreational and socialization activities, community building activities, support groups, on-site educational opportunities (i.e. computer classes).
Transitional Age Youth at risk of becoming or are currently homeless	Intensive case management, with emphasis on accessing mainstream services and other community-based resources including: independent living skills, behavioral health and primary health issues, vocational/ educational services, as well as legal/ benefits advocacy. Intensive case management includes co-developing ISPs and goal setting, counseling and support, coordination of services, access to substance abuse programs, employment and money management training, crisis intervention, as well as mental health services.

2. The supportive service provider's initial and ongoing process for assessing the supportive service needs of the MHSA residents

Los Angeles Housing Partnership is pleased to partner with Penny Lane Centers (PLC) as the lead service provider for the Mid-Celis project. PLC's process for assessing the supportive service needs of the MHSA residents is as follows:

Intake

Potential residents who are referred to the project undergo an intake and interview process to access their needs for hope, wellness and recovery principles in the program. The Penny Lane PLC case manager performs an Individual Needs Assessment to ascertain the resident's educational and work related needs, as well as their emotional, physical, and mental health needs. With the PLC service coordinator present, the PLC case manager helps the resident set out a list of goals and discusses rules, regulations, and expectations of the resident while in the program.

Assessment

PLC has developed a comprehensive assessment instrument that delves into several areas including: housing history, income information, employment status, substance abuse history, legal issues, family history/social network, education, psychological and mental health history, medical history, medications, cooking, cleaning, budgeting, shopping, and eligibility for services. The majority of these comprehensive assessments will be conducted in a private office at Penny Lane Centers by a PLC case manager. However, if appropriate, PLC case managers may also conduct interviews in a resident's home to make a more thorough assessment of the resident's level of functioning in everyday life. The PLC case managers will translate information acquired during the comprehensive assessment to create short- and long-term service plans for each resident. The resident will be encouraged to actively participate in the creation of the ISP in an effort to ensure the plan reflects the residents own values and preferences. The Individual Service Plan (ISP) will outline achievable goals and methods to achieve those goals, with the emphasis on providing greater independence, maintaining housing and improved quality of life for the resident.

Monitoring and Evaluation

Monitoring and evaluation activities will be undertaken in consultation with the resident and will be guided by independent living practices. The PLC case manager, in coordination with participating residents, will track resident service use patterns and direct outcomes, in order to adequately assess the progress of residents and amend service plans to maximize resident improvement. The flexibility of the ISP and on-going re-assessments assure that it is regularly updated and meets the evolving need of the resident and their previously stated goals. Residents will also submit surveys to service staff to gather data regarding self-reported experiences and perspectives about their housing and service programs in accordance with HIPPA regulations. Resident Services Staff (*which consists of a Resident PLC service coordinator, PLC case manager, On-site Property Manager and Director of Housing, as needed*) will meet once a month to discuss residents' progress and review a summary report on resident

outcomes. This report will help evaluate the program's overall effectiveness and how well it is addressing the needs of specific residents. Depending on a resident's progress in achieving the resident goals, staff may amend with the consent of the participating resident's ISP to better assist the resident. During monthly progress meetings resident services staff will address the program policies, review incident reports, review resident surveys, respond to resident grievances, ensure appropriate staffing and supervision protocols, oversee the proper collection of service data, address any property management issues, and gather feedback.

Resident Services Staff will also help in the formation of a Resident Advisory Council (the "Council") to provide a forum where all residents can suggest, discuss, and create communal living policies. Council duties, such as discussing building rules and regulations, empower residents by creating a sense of ownership and pride in their community and surroundings. The PLC Resident service coordinator (RSC) will facilitate and assist residents during their monthly meetings. The Council will also serve to foster self-confidence, social cohesion and build group organizational skills. Although the Council will help with developing and implementing building rules and regulations, it will also be used to teach residents about the edible garden and compost program, orient new residents; develop, implement and review emergency procedures; provide peer support; provide a forum for resident complaints and issues; as well as coordinate social activities (e.g. holiday dinners, talent showcases and movie nights).

Penny Lane Centers is very experienced in using outcome measures and evaluation processes to serve its residents as well as to meet the tracking needs of project stakeholders. In consultation with residents, PLC Resident Services Staff will adjust services programs for individual residents based on their goals by measuring the effectiveness of service programs used against a resident's work, education, finance and social goal outcomes.

Examples of data to be collected include:

1. Residential (What is the resident's living situation?)
2. Employment (What is the resident's involvement in paid and unpaid work?)
3. Educational (What is the resident's involvement in school or training?)
4. Legal (What is the extent of the resident's contact with criminal justice (i.e. citations, arrests))
5. Income (What are the resident's financial assets/resources?)
6. Conservatorship (Does the resident have control over basic life decisions?)
7. Payeeship (Does the resident have control over his own money?)
8. Incarceration (To what extent has the resident been incarcerated?)
9. Hospitalization (To what extent has the resident been hospitalized?)
10. Emergency Crisis Events (To what extent has the resident used emergency rooms or other forms of emergency care such as, mental health urgent care centers?)

Data sets are then analyzed in conjunction with qualitative and baseline assessments to form a basis of the evaluation for resident progress relating to their individual service

plan. Plans will be updated on a monthly basis, however whenever the resident experiences a change in any of these areas, staff will complete an update form and enter it into the database.

This method allows management and clinical staff have instant access to updated information regarding the status of a particular resident and his/her place in a program and it allows support staff to track the number of episodes and days a resident remains in a particular status.

- 3. A description of each service to be made available to the MHSA residents, to include where and how the service will be delivered, the frequency of the service delivery and identification of the' service provider. A description of the available services and supports should include, but not be limited to:**
- a. Mental health services**
 - b. Physical health services (including prevention programs)**
 - c. Employment/vocational services**
 - d. Educational opportunities and linkages**
 - e. Substance abuse services**
 - f. Budget and financial training**
 - g. Assistance in obtaining and maintaining benefits/entitlements**
 - h. Linkage to community-based services and resources**

The PLC service coordinator and PLC case manager will outreach to residents to engage them in services starting from their initial interview. During the interview process, an individual needs assessment will lay out the services offered to residents to achieve his or her individual goals. The PLC service coordinator and/or PLC case manager will not only be present at this meeting, but will also facilitate at the request of the resident:

- a. Transportation to doctor's appointments and therapy sessions.
- b. Working with residents in different workshops (i.e. nutritional value, grocery shopping, parenting, personal hygiene and healthcare, transportation)
- c. Submitting daily reports as well as documenting when a resident has achieved a goal

Supportive Services

The following Services Plan includes a variety of services that will be provided at the proposed Mid-Celis Apartments development in the City of San Fernando. The plan utilizes new and existing synergies between Los Angeles Housing Partnership (LAHP), Penny Lane Centers and their respective community partners. All services provided are intended to contribute to a safe, healthy, and nurturing environment for all residents.

a. Mental Health

Penny Lane Center's Mental Health Services (serving individuals between ages 0-21 years old and 21+) are designed to ameliorate psychiatric symptoms and related impairments that significantly interfere with functioning in the community, home, school, and/or with self-care. In addition to decreasing the symptoms of mental illness, interventions focus on maximizing the level of a resident's and family's understanding into a given disorder, and on increasing the resident's and family's level of functioning across life domains. Treatment addresses symptoms of anxiety, depression, disruptive behaviors, poor communication and social skills, difficulties with self-care, attention problems, as well as family functioning.

Psychiatric & Medication Support

Medication consultation/evaluation will be offered to improve educational and/or social functioning after non-medication alternatives have been attempted without success. Penny Lane Center's staff of board-certified psychiatrists is located at PLC and is available Monday through Friday. They are also available to respond to crises and other emergencies. Continuity of care is afforded to all residents, as each individual resident who is prescribed medication receives follow-up care from the same psychiatrist.

Case Management

Intensive case management services will be provided on-site to maximize accessibility of services to residents. A qualified PLC case manager will engage and jointly develop a service plan with each resident. Case management services include ongoing meetings to track the progress of the resident's personal goals through participation in supportive services. The PLC case manager maintains progress notes. These notes will be reviewed during monthly meetings with key staff members. Changes will be made to enhance effectiveness, as recommended by the treatment team. Case management services provided to the TAY population group will be customized to each individual/family.

b. Physical Health Services

Independent Living Training (ILT)

All residents are provided training to develop skills necessary to live independently. The training is experiential as opposed to the classroom lecture model. Areas covered will include: shopping, meal planning, nutritional counseling, cooking, housekeeping, budgeting money management, utilization of public transportation, use of community resources, laundry, personal relations, resident responsibility, personal safety, accessing emergency services (i.e. fire, police), education on social issues such as domestic violence and legal rights in searching for apartments, health maintenance (i.e. eye, dental and physical health) and medication management.

Food Bank

Los Angeles Housing Partnership's (LAHP) Food Bank Distribution Program provides critical food staples to low, very-low and extremely low-income families and individuals who reside within certain LAHP managed properties and in communities within the surrounding neighborhood of those properties. As a registered distributing agency of the Los Angeles Regional Foodbank, LAHP acquires and distributes basic food staples such as rice, beans, soup, cheese, juice, canned vegetables, and fresh produce to its program participants. There is no charge for residents to participate in the program. Participants must meet (USDA's Emergency Food Assistance Program) eligible income limits. All program participants are required to sign-in and self-certify that they meet the income eligibility requirements prior to receiving assistance.

Medical & Dental Services

Penny Lane has a strong working relationship with Mission Community Hospital. Our residents are able to access their services which includes physician care; emergency room services; mental health (emergency in-patient and psychiatric care) and dental services.

c. Employment Counseling and Job Placement

Residents are encouraged to seek employment, enroll in school or vocational training, or be involved in basic job skills classes coordinated by the PLC case manager. These classes include topics such as identifying jobs in the market place, how to apply for a job, and how to get the job you want. The PLC case manager coordinates employment readiness classes, employment workshops as well as outreach to community employers to assist our residents in finding employment.

Vocational training is available through the Department of Rehabilitation, Job Training Partnership Act, and other community resources. Residents without a high school diploma or GED will be encouraged to complete continuing education, ESL classes or complete GED preparation coursework at the LA Trade Technical College, community colleges or adult centers.

d. Education

Penny Lane Centers, in collaboration with the Department of Probation, Department of Child and Family Services, and the Department of Mental Health, has a Transitional Resource Center (TRC) on site in the San Fernando Valley Service Area (SPA 2). The TRC is staffed by Penny Lane augmented by personnel from the agencies mentioned. The TRC makes available telephones, copier, fax machine, computers with internet access and printers for these youth. The TRC links the youth to tutoring services for GED testing and/or college subjects. Penny Lane works with outside agencies and businesses to provide youth with training and occupational certification classes in a variety of areas. Youth can access community colleges' and vocational centers' class catalogues with staff assistance. TRC staff, if needed, will assist the youth in completing Financial Aid forms and any supporting information needed by Financial Aid.

e. Substance Abuse Counseling

Substance Abuse Counselors provide classes, groups and one-on-one services, five days a week at Penny Lane. All residents may attend the educational class once a week. Residents who are "at risk" will also attend 1-2 recovery groups, and if determined necessary one-on-one sessions. Each regimen is tailored to the specific needs of the residents.

f. Money Management

Instruction is provided in areas such as balancing a check book, starting savings plans, developing household budgets, income reporting, and organizing bill payment schedules.

g. Assistance in obtaining and maintaining benefits/entitlements

Transportation Services:

The PLC service coordinator will provide an interactive orientation for residents to introduce them to the use of different modes of public transportation in the San Fernando area. Residents may access bus tokens and receive aid in mapping bus routes, as well as working out other modes of transportation for unique situations. In addition to public transportation, the PLC case manager or PLC service coordinator will be on call 25-hours a day to respond to any resident who needs transportation. The PLC case manager is available to transport residents to the supportive services that are held off-site.

Information & Referrals

PLC case managers assist residents in identifying programs for which they may be eligible. Most residents are eligible for such programs as General Relief, SSI/SSD and/or Temporary Assistance for Needy Families. Also, they may qualify for benefits such as Medi-Cal, Medicare and/or county health services. The PLC case manager assists with the application and provides ongoing assistance throughout the process of obtaining entitlement benefits.

Legal Services

In the event residents require legal services, the Penny Lane staff will help them obtain access to Mental Health Advocates (MHA), Alliance For Children's Rights and Public Counsel resources.

h. Linkage to community-based services and resources

Community Development & Resident Council

Residents are expected to develop a Resident Advisory Council to provide a forum where all residents can suggest, discuss, and create communal living policies. Council duties, such as discussing building rules and regulations, empower residents by creating a sense of ownership and pride of their community and surroundings.

The Council also serves to foster individual self-confidence and build group organizational skills. Council duties include developing and implementing building rules and regulations; orienting new residents; developing, implementing and reviewing emergency procedures; providing peer support; providing a forum for resident complaints and issues; and coordinating social activities, such as Holiday dinners, talent showcases and movie nights.

Childcare Assistance

PLC case managers assess the needs of youth with children to access childcare benefits and will accompany the parent(s), if requested, in finding suitable childcare programs and family mainstream benefits.

Parenting Skills Training

Penny Lane's Independent Living Skills Classes currently includes basic parenting classes. In addition due to a working relationship with Black Infant Health and Kaiser Permanente residents can access more in depth Parenting Skills Training.

Green Education

Los Angeles Housing Partnership (LAHP) will hold a series of Green Residents Engagement workshops that will feature presentations aimed at assisting residents to become aware of the project's green building elements, the importance of resource conservation, and other healthy living alternatives. In these workshops, residents will receive a series of "Green Resource Cards" that will be specifically designed for the residents of the development in order to educate the residents on sustainable living, as well as the buildings green elements. Information on these cards will include material regarding: Green Cleaning & Maintenance, Energy & Water Conservation, Waste & Recycling, Integrated Pest Management, and Healthy Living (see attached sample). LAHP's Resident PLC service coordinator will work jointly with the development's Property Manager in order to host these workshops, providing the residents with resources and referrals located near the development that will enable them to utilize green resources and healthy living options within the surrounding community.

Community-Building Activities

Providers will actively work to promote community integration within *Mid-Celis*. Community development activities shall include, but not limited to, encouraging residents to participate in community meetings held at *The Mid-Celis*, participate in emergency planning preparation in the event of earthquakes, fire and/or other crises, and all other reasonable services in connection with the building of a community within *Mid-Celis*. LAHP and PLC are also connected to a variety of reputable organizations in the area which will additionally allow Mid-Celis residents access to community events, services and facilitate increased integration into the neighborhood fabric with organizations such as the Los Angeles Conservation Corp, Crown Disposal (award winning composting program), and Meet Each Need with Dignity (MEND). The Mid-Celis has over 8,000 sq. ft. of community and service space which will allow for a range of activities such as arts and crafts, basic fitness, senior events/gatherings (i.e. dances, bingo, cards), Alcoholics Anonymous meetings, computer classes, and neighborhood watch meetings.

Providers and services to be made available on-site:

- ***Penny Lane Centers***: Case Management, Transportation Services, Resident Advisory Council, and Assistance in obtaining Childcare
- ***Independent Community Treatment Clinic***: Substance Abuse Counseling
- ***Friends of the Family Community Mental Health & Family Center***: Parenting Skills Training
- ***Los Angeles Housing Partnership***: Food Bank, Green Education Workshops
- ***Los Angeles Conservation Corps***: Edible Garden

Provider and services to be made available off-site:

- **Penny Lane Centers** (will provide free transportation to their main facility): Mental Health Services, Education Services, Employment Counseling and Job Placement, Living Skills Training, Money Management Classes, Psychiatric and Medication Support, Legal Services Assistance, Info & Referral Services,
- **Mission City Community Network**: Medical and Dental Services
- **Crown Disposal**: Composting Program

On a bi-monthly basis, service staff will review a summary report on resident outcomes and evaluate how well they are addressing the needs of each individual resident living at Mid-Celis. The Resident PLC service coordinator and PLC case manager at Mid-Celis will also meet on a bi-weekly basis to review resident progress on a case-by-case basis. Any discussions will respect confidentiality and will be conscious of protecting the private health information of participating residents. Depending on resident progress in achieving the defined goals outlined in their ISPs and/or those in the Mental Health Services Plan, actions will be taken to amend the plans based upon resident and staff agreed-upon interventions. Property management, PLC service staff, and the LAHP resident PLC service coordinator will meet every quarter to discuss building operations, resident outcomes, staffing issues and facilitate team building activities. This team will also attend resident meetings which will offer additional informal opportunities to meeting and communicating any issues taking place in the building.

4. Indicate whether or not there will be an onsite PLC service coordinator, and include the ratio of onsite staff to MHSA residents. If there is no onsite service coordination, provide a description of service coordination for the development

Proposed staffing includes: one, part time, on-site Resident PLC service coordinator; one, full time, on-site PLC case manager; one, full time, on-site property manager, and supervision from one, Director of Housing as well as one, Director of Resident Services. Position duties and experience levels are defined below:

Resident PLC service coordinator, Part Time, On-Site (Penny Lane)

The Resident PLC service coordinator oversees development and coordination of the Resident Services Program. The Coordinator works with a network of service providers to make sure the resident needs are met. At *Mid-Celis*, the RSC has overall responsibility for the design and implementation of the service program. The RSC will identify and implement needed direct services by identifying appropriate partners and creating an on-site social service team that will provide needed services to residents. The RSC is responsible for coordination in which support service staff work side-by-side with property management staff to develop a comprehensive approach to meeting resident needs which focuses on helping residents to sustain their housing. The RSC will ensure all services are culturally appropriate and special-needs sensitive, and will work with partnering agencies to develop and implement a plan for engagement that will maintain the dignity of all residents.

Job Duties:

1. Assist residents in Life Skills Training by providing: nutritional value workshops, cooking classes, menu planning lessons, and grocery shopping training.
2. Teach residents how to access community resources.
3. Instruct residents on apartment rental agreements and positive resident-landlord relationships.
4. Conduct furniture and appliance inventory.
5. Assist supervision of special needs and problems.
6. Transportation of residents before and after regular scheduled hours.
7. Coordination and interface of School-to-Career Workforce Centers, the Employment Development Department, the Maintenance Department, and the Department of Water and Power.
8. Coordination of parenting classes.
9. Production of end of shift reports and incident reports to QI Department daily.
10. Record keeping in Logbooks.
11. Development of hygiene and good health skills training.
12. Assist residents in learning respect for personal as well as public property and belongings.

Experience Level:

Bachelor's Degree (B.A.) from a four-year college or university; 1-2 years related experience and/or training

PLC case manager, Full Time, On-Site (Penny Lane)

Job Duties:

1. Assist Life Skills Coordinator with the classes and workshops and encourage residents to attend the classes and workshops.
2. Assist residents in using the skills learned in each class and/or workshop on a daily basis and document resident's progress utilizing the Skill Development Progress Report form.
3. Encourage residents to attend Therapy and Off-Site Doctor's appointments
4. Provide transportation for residents.
5. Ensure a clean, safe, and healthy environment for all residents.
6. Assist residents in developing appropriate hygiene and health skills.
7. Assist resident in learning respect for personal as well as public property and belongings.
8. Assist residents in achieving goals laid out in their ISP and document on the ISP when the goal has been achieved.
9. Provide one-on-one and group counseling.
10. Develop and maintain a list of community resources and referrals in Los Angeles County specific to the needs of residents and their families.
11. Coordinate inter-agency and intra-agency referrals.
12. Monitor linkage of assigned residents and their children with appropriate services, and follow up with referral sources to ensure that residents and their children are receiving recommended and/or necessary services.
13. Assist residents and their children with completing applications and other documentation to access community resources.
14. Meet with outside agencies or school representatives to facilitate coordination of services with the written approval of the resident.
15. Produce end of shift report.
16. On-call 24 hours a day.
17. Assist in crisis intervention.

Experience Level:

Master's Degree (M.A.) or Bachelor's Degree (B.A.) and 1-2 years related experience and/or training

Director of Housing, Supervision Only (Penny Lane)

Job Duties:

1. Ensure that the facility is adequately staffed at all times during evening and weekend shifts and that the program goals are being met.
2. Assist PLC case manager and job developer in program implementation; ensure that all staff is meeting resident needs.
3. Assist in training of PLC case managers and job developers in all aspects of the program; participate in establishing/providing ongoing training for the aforementioned staff.

4. Schedule weekly general staff and team meetings; all meetings must be documented detailing all topics of discussion.
5. Mandatory daily documentation detailing current status of all residents; all information must remain filed in resident's file, in compliance with HIPPA requirements.
6. Compilation of Special Incident Reports and submit as per policy.
7. Ensure that communication to weekend employees is open and consistent
8. Assist in developing a cohesive team, which interacts effectively with larger community teams.
9. Ensure accurate recording in all logbooks.
10. Develop a reasonable plan of action that will increase the program's visibility through the Transitional Housing Community.
11. Schedule and attend related trainings and seminars.
12. Supervise Job Placement and Transitional Housing Departments.

Experience Level:

Master's Degree (M.A.); 4-10 years related experience and/or training.

Property Manager, Full Time, On-Site (Community Housing Management Services)

Job Duties:

1. Oversee the entire apartment complex.
2. Respond to all emergencies that pertain to the apartment complex and its residents.
3. Inform and report any deficiencies, repairs, and/or safety issues that he or she might encounter in apartment complex to the Director of Housing.
4. Handle all maintenance, upkeep, and safety of apartment complex.

Experience Level:

Bachelor's Degree (B.A.) from a four- year college or university; 1-2 years related experience and/or training

Director of Resident Services, Supervision Only (Los Angeles Housing Partnership)

LAHP's Director of Resident Services is responsible for oversight of all service programs, providing guidance for service delivery, and supervising all on-site managers. At the proposed Mid-Celis housing development, the Director of Resident Services will oversee the social services programming with the on-site Resident PLC service coordinator and partnering agencies to develop and implement the service programs, troubleshoot problems, advocate and act as a liaison for residents with service agencies. The Director of Resident Services is also responsible for coordination between the Property Manager, residents and building management.

Resident to Staff Ratio:

The average staff-to-resident ratio for the MHSA units is 7:1.5. A part-time Resident PLC service coordinator will oversee services to the seven units reserved for the MHSA population. All seven units will have a full time PLC case manager assigned to them.

The RSC and PLC case manager will also be serving the remaining 16 special needs households that are not MHSA designated units.

5. A description of how services will support wellness, recovery and resiliency. It is anticipated that the supportive services plan for the development will include services that are facilitated by peers and/or consumers. If this is not part of your service delivery approach, please provide an explanation

The Mid-Celis Apartments social services program is designed to emphasize the provision of supportive services that support housing stability, recovery, resiliency, and wellness for all of its residents. The program essentially operates the housing development as an in-home services center. There is a strong emphasis on self-determination and empowerment while constantly striving toward self-sufficiency. Residents are encouraged to take proactive measures to address matters related to their health and well-being and, to the fullest extent possible, reintegrate back into the greater community. Industry best practices show that the approach of providing information, education, and support to address most matters is most consistent with developing self-sufficiency to maintain permanent housing.

A holistic approach to health and wellness recognizes the physical and emotional needs of its residents are also extremely important issues to address. Wellness includes offering residents a host of on-site services such as classes to learn activities of daily living (e.g. laundry, cooking, money management, etc.), socialization/recreation activities (yoga, tai chi, aerobics, and gardening), art/crafts workshops, recovery meetings, support groups, and more. The on-site Resident PLC service coordinator and PLC case managers will also link residents to medical and dental care in addition to the various on-site services. The plan will respond to the unique needs Transitional Age Youth an integrated platform of residential and social services. The key to the success of our service plan is that not only is it comprehensive, yet flexible and capable of being refined or revised over time to respond to the resident's evolving needs.

Recovery for many residents means learning to re-socialize with others. To facilitate this process, Mid-Celis will offer residents life-skills training as noted above, along with communication skills training and other skill building activities on an as needed basis. Residents of the project will be assigned a PLC service coordinator to assist them in successfully maintaining permanent housing. The PLC service coordinator will be responsible for working with the residents, teaching them how to maintain the cleanliness of their apartment, and providing life skills training. Services will include on-going needs assessments and goal development, life-skills training, crisis intervention, support groups, recreational activities, assistance with resident/property management issues, linkage to educational services, health services, employment services, mental health services, substance abuse services, child care resources, and any other needed services identified by the resident and/or PLC service coordinator. In addition to this, residents will have the opportunity to take part in on-going socialization activities like movie night, fitness, game night, bingo, and food bank distributions.

Another important element of recovery is community engagement. The Residents will be linked to the various social events and workshops held at Mid-Celis and in the general community. Residents will be able to participate in neighborhood cleanups, be

invited to attend community activities and attend local neighborhood council meetings. Monthly birthday celebrations will be held for residents as well as celebrations of holidays (LAHP will keep in mind that cultural sensitivity is of the utmost importance so all celebrations will be tailored in a culturally competent manner). Residents will be able to access the full range of services and socializing activities that Penny Lane Centers has to offer.

Residents in the Mid-Celis Resident Council work directly with the property management and service providers to improve the quality of life in the building through the development of norms, standards, and rules, as well as by undertaking activities to further develop community relationships (e.g. monthly birthday parties, holiday events, Resident Appreciation Day, community clean-up events, etc.). Meetings serve as an opportunity for residents to hone their problem-solving and critical-thinking skills—those “life” skills that will serve them greatly in the greater community.

- 6. A description of how the MHSA residents will be engaged in supportive services and community life. Include strategies and specific methods for engaging residents in supportive services and the frequency of contact between supportive services staff and MHSA residents. This description should also include the identification of staff (the responsible service provider) and specific strategies for working with MHSA residents to maintain housing stability and plans for handling crisis intervention**

Resident Engagement

The Resident PLC service coordinator, property manager and PLC case management staff will perform a joint orientation for all residents. During the orientation residents will be made aware of the services and programs offered at Mid-Celis as well as assessed to determine their specific needs. Based on initial assessments, a resident's general service needs will be determined and Case management will be offered to each resident and an ISP will be created. The resident will be given the opportunity to create the ISP in concert with their PLC case manager. The service plan will be a key component to engage the resident in services; residents will incorporate their personal ideas and goals into the plan and thus have more invested in the execution of the plan. With resident's consent, the service staff will also obtain copies of the resident's mental health cooperative care plan which will be stored in secured resident's files and updated as needed per HIPPA standards. While all services will be voluntary, residents will be encouraged to take part in as many opportunities as possible as well as be intimately involved in shaping their own service plan.

Residents will be advised of the services and activities available on-site not only during the orientation but also through flyers posted on doors and community bulletin boards, monthly calendar of events posted in community lounges, monthly newsletters, announcements, workshops and guest speakers at community meetings, and through the Resident Advisory Council. Although all services will be provided on a voluntary basis, staff will actively reach out to residents on a weekly basis in order to engage them in the services program. While service staff provides services to residents, they will locate potential additional services that are available as residents demonstrate a need for such services. Informal activities will also be conducted by staff to engage residents, with the RSC, PLC case managers and property management making it a point to knock on doors to say hello, engage residents in common areas by asking how they are doing and personally inviting residents to take part in activities. On-site staff will make their best effort to maximize face time with residents and build trust with residents through familiarity and consistency. Staff will make a concerted effort to develop a genuine rapport with residents in order to create a solid foundation of trust. Trust will allow residents to engage in activities without reservation and comfortably which will in turn allow them to get the most out of their services and programs.

Service staff will be available to residents during normal business hours as well as after hours on an emergency basis. Property management staff will be cross-trained to familiarize themselves with mental health, substance abuse and other pertinent issues.

Building sensitivity and understanding to the special needs of the population will allow staff to create a better relationship with residents, recognize problems before they escalate and contact appropriate service staff to intervene.

Housing Stability

Achieving independence and maintaining housing are the top priorities of service staff at Mid-Celis. Once residency is established, voluntary services are made available to residents. Through relationship building, support staff will be able to assist with personal needs that result in self-sufficiency and ability to maintain housing stability. Residents of the project will be assigned a PLC service coordinator to assist them in successfully maintaining permanent housing. In addition, the PLC case managers will assist residents in such daily activities as shopping, budgeting, maintaining appropriate relationships with other residents, scheduling clinical appointments for mental health and physical health, scheduling and meeting appointments to obtain benefits, and receiving occupational testing and assessments. Mid-Celis service staff will work diligently with residents and property management staff to generate a supportive environment. Support and communication between the service staff, management and residents is essential to preventing termination of housing and addressing any issues in a prompt and sufficient manner.

The PLC service coordinator will be responsible for working with the residents, teaching them how to maintain the cleanliness of their apartment, and providing life skills training. Services will include on-going needs assessments and goal development, life-skills training, crisis intervention, support groups, recreational activities, assistance with resident/property management issues, linkage to educational services, health services, employment services, mental health services, substance abuse services, child care resources, and any other needed services identified by the resident and/or PLC service coordinator.

With the express permission of each resident, copies of all notices that have tenancy repercussions will be given to the site RSC and PLC case managers. This affords Services staff time to work with the resident and thus avoid eviction or any other negative outcomes that may result for residents. In addition, both service and property management staff will discuss at-risk tenancies during the regular site staff meetings. Often property management staff has the most direct contact with residents, so their communication to service staff of any activity which is negatively affecting residents will have a major effect on maintaining housing. This allows for proactive measures before it becomes too late to save the tenancy.

7. If the Development is housing for homeless youth, provide a description of services to be provided to meet the unique needs of the population including engagement strategies and peer involvement. In addition, provide a description of how transition-aged youth MHSA residents will be assisted in transitioning to other permanent housing once they reach 25 years of age

Best practices confirm that when a person with a mental illness is able to live in permanent housing connected with supportive services, the potential is greatly increased for that person to live with greater independence and responsibility. By creating an atmosphere of self-determination, supportive services staff are able to ignite the hope for recovery while supporting residents to make important life decisions that lead to greater empowerment, and engagement in social roles that provide meaning in one's life. The proposed services plan supports the resident in achieving and retaining permanent housing status while working forward in one's personal journey of mental health recovery. By encouraging residents to take part in the development of their own ISP, attend peer support activities, and address personal barriers to their illness, they can take steps toward wellness, enhanced community integration, and self-efficacy.

Mid-Celis will provide an ideal opportunity for Transitional Age Youth (TAY) with SED or SMI, ages 18-25, who have emancipated from the foster care system and who are at risk of or are currently homeless to take back control of their own lives. Residents of *Mid-Celis* will live in a community with full access to services and programs that will meet their specific needs, while encouraging independence and financial growth. The project will offer different levels of support depending on the service needs of the residents. Services will be offered through a coordinated effort among the owner, property management staff, on-site social service staff, PLC case managers and the residents themselves ensuring a healthy living environment for all residents. Experience has taught us that special needs populations tend to stabilize and flourish in an environment that offers a variety of levels of support specifically tailored to their needs.

Los Angeles Housing Partnership realizes that privacy is necessary to maintaining the trust and confidence of residents in social service staff. Staff is dedicated to maintaining a privacy and confidentiality protocol consistent with professional standards for social work and psychology and in full compliance with HIPPA. As a policy, the Residential PLC service coordinator and PLC case managers will be fully trained and familiar with the process of implementing this best practice in other settings similar to the project. Service Staff will also receive on-going training in HIPPA and other privacy/confidentiality laws to assure that their knowledge is consistently up to date. In addition, during the application process applicants will provide a release of information form, authorizing designated parties to access Department of Mental Health certification information. Ensuring confidentiality, the resident file will be stored in a secure location on-site and only be accessed by authorized on-site service provider staff as indicated per funding requirements. Consents and releases of information will be obtained in order to remain in compliance with current HIPPA regulations.

Determination and Independence

LAHP is committed to seeing all of its residents in the least restrictive environment possible, consistent with personal and public safety. To this end, LAHP and PLC seek to engage program participants in developing their own ISP. The social service model that PLC has developed facilitates the resident's responsibility to shape and implement an appropriate ISP. LAHP encourages residents' participation and informed choice-making, as it recognizes the only meaningful and lasting changes are those that result from voluntary participation by a self-directed actor.

Achieving self-determination and independence are top priorities of service staff at Mid-Celis. Services are focused on achieving this through a cohesive and inclusive facilitation of programming to residents by which residents are given the ability to help shape their own specific ISP. By utilizing the services and programming, listed below, residents will have the opportunity to establish their autonomy and maintain a stable housing situation in addition to improving their overall well-being. Service staff will provide in-depth training and on-going support in the areas of independent living skills/self-determination (health, hygiene, household cleanliness, nutrition, cooking/food planning, good neighbor practices, community integration), employment skills (resume building, professionalism, interview skills, etc.), money management (budgeting, saving, and making timely payments), and housing retention (help meeting lease obligations, house rules and submitting rent payments on time).

Through community building and leadership development activities, including peer facilitated or self-help groups, educational programs, recreation and the arts residents learn to improve social skills, life skills, self-esteem, self-determination and reintegrate themselves into the general community. In-depth examples of services, classes, programming and activities are listed in the preceding sections of the service plan.

Permanent Housing

The Resident PLC service coordinator, property manager and case management staff will perform a joint orientation for each resident. During the orientation residents will be made aware of the services and programs offered at Mid-Celis, assessed to determine their specific needs and made aware of the specific roles and responsibilities of all parties (i.e. property management, service staff, etc.) Information release forms will be obtained from residents to refer them to their PLC case manager should any behaviors such as failure to pay rent or to follow terms and conditions of the lease or house rules place their housing in jeopardy. With assistance from property management, the RSC and PLC case managers will monitor residents for warning signs of lease violations and nonpayment of rent. Rent is due at the first of the month, with no late penalty attached if received by the 5th of the month. However, if no partial payment and payment plan are received by the 5th, the resident will be served with a Three Day Notice to Perform or Quit, and Residential PLC service coordinators will be advised of the Notices. Throughout these three (3) days, Residential PLC service coordinators will work in close coordination with residents with unpaid rents to identify needs, provide an infusion of supportive services, and assist in drafting rent payment plans to prevent eviction.

Service staff will also work closely with property management staff during this period. While the rent payment plans are outstanding, PLC case managers will work closely with the resident on money management. However service staff will work diligently with residents before the date rent is due to remind them about payments and structure an efficient method to ensure a timely payment. If after three (3) days, the resident has not provided at least partial payment and a payment plan, an eviction notice will be served. Service staff will continue to work with the resident and property management to look for solutions to the issues that caused the eviction notice to be served. Eviction is an expensive and time intensive process, it is the interest of all parties to have it as only a very last result.

Service staff will also develop policies, rent payment plans and representative payees to assist residents who are away from the building temporarily due to hospitalization, incarceration or treatment in an off-site facility. If residents are hospitalized or incarcerated, units will be held for them for the maximum allowable time under funding guidelines.

When a resident violates the program's Policies and Guidelines, the PLC case manager will determine the nature of the violation. If the violation(s) falls under the category of "Grounds for Immediate Termination," i.e. possession of a weapon of any kind, sale of or involvement in the sale of any drugs, physical assault, or burglary, the resident is given a 30 day notice to locate other housing. The resident will be assisted by the PLC case manager in locating new housing. During those 30 days, the resident is given the opportunity to appeal their eviction by putting in writing what they are willing to do in order to stay in the program and may enter into a behavioral contract. In addition they will be required to verbally appeal their eviction to the Penny Lane Centers Housing Staff. The case manager will continue to work with the resident to help them follow the rules of the program in an effort to assist the resident to maintain their housing. If the resident is able to follow the rules of the program during the 30 days and the staff is satisfied with their written and verbal appeals, the resident will be given an opportunity to stay in the program. However, if a resident repeatedly violates the program policies and guidelines during the 30 day period, they will have to leave the program at the end of that period. The PLC case manager will work with the management company to ensure constant communication and attention is coordinated properly.

Re-integration Into the Community Fabric

Case management staff will encourage all residents to explore their fullest potential, and will work with interested residents to develop a self-directed goal plan designed to help the resident address issues such as substance use, mental health concerns, vocational or educational goals while working to maximize their independence and self-sufficiency. Mid-Celis programming was created to help residents challenge unhealthy behaviors and assists residents in creating links with organizations that provide additional services. Staff will assist residents in applying for entitlement programs such as general assistance, medical, supplemental security income, SSI/Medi-Cal, SS/Medicare, and employment opportunities. The PLC case manager assists residents in developing life skills, such as housekeeping, shopping, and budgeting and money management. Staff is dedicated to helping residents achieve self-sufficiency as well as a strong sense of

community through resident activities, community engagement and community building events. Additional services will be provided via a strong referral system. PLC case managers work with many experienced service providers to facilitate resident enrollment in valuable programs to increase self-sufficiency and determination.

The Residents will also be linked to the various social events and workshops held at Mid-Celis and in the general community. Residents will be able to participate in neighborhood cleanups, as well as be invited to attend community activities and local neighborhood council meetings. The Mid-Celis community and service space which will allow for a range of activities such as arts and crafts, basic fitness, resident events/gatherings, computer access, and neighborhood watch meetings, however there will be great emphasis placed on residents leaving within the development to engage in healthy activities in the community. Additionally residents will be able to access the full range of services and socializing activities at Penny Lane Centers. The centers will provide free door to door shuttle service for any Mid-Celis residents interested in taking part in the myriad of services, classes and activities that take place there.

Transition Plan

The 7 units set aside for MHSA residents will be reserved for the TAY age group. If an MHSA tenant exceeds the program age limits, e.g. “ages out”, we can assist them with the following transition options:

- ◆ Option A: Referral to another equivalent unit within Los Angeles Housing Partnership (LAHP) or Abbey Road’s housing portfolio servicing adults.
- ◆ Option B: Referral to an adult housing unit funded through the MHSA Housing Program within Los Angeles County. The tenant will be presented with a list of the various housing projects with MHSA funded units in order to select the location of his/her choice.

Residents over the age of twenty-five years old whose psychiatric and supportive services needs are determined to be best served through the continued TAY mental health service providers will have the option to remain housed within the project. The tenant will be assessed and reevaluated every six months.

8. Supportive services must be culturally and linguistically competent. Describe how services will meet this requirement including, when necessary, how services will be provided to MHSA residents who do not speak English and how communication between the property manager and the non-English speaking MHSA residents will be facilitated

Because Los Angeles Housing Partnership, Penny Lane Centers, and Community Housing Management Services recognize that Mid-Celis will comprise a diverse resident population with a variety of cultural influences, service delivery will be tailored so that it honors the unique linguistic needs and cultural opportunities of our resident population.

Los Angeles Housing Partnership, Penny Lane Centers, and Community Housing Management Services have bilingual PLC service coordinators/PLC case managers on-staff. All staff will participate in annual training for cultural sensitivity and cultural diversity. LAHP, PLC, and property management staff will work with residents to develop activities that respect the cultural influence of the resident population and the surrounding community.

At least fifty percent of the PLC's proposed new staff will provide services in both English and Spanish. It is estimated that of the transitional aged youth to be served 64% will be African American, 16% Hispanic, 10% White, and 2% Asian.

9. Describe the process to ensure effective communication between the service provider and the property manager regarding the status of MHSA residents in the development and any other issues regarding the development, including but not limited to regularly scheduled meetings and the identification of a single point of contact for communication and coordination of supportive services;

The provision of services at Mid-Celis will take place by a coordinated effort through all parties in accordance with HIPPA requirements; an essential component of that coordination is communication. Communication is greatly enhanced by the experience of our valuable service providers and the detailed framework found below. Even the most comprehensive service plan cannot account for every single occurrence imaginable however, with solid foundation and flexibility our service providers, Resident PLC service coordinator and property management staff are afforded the ability to adapt and deal with any situation that may come up.

Penny Lane Centers will be responsible for oversight of all service programs, providing guidance for service delivery, and supervising on-site Resident PLC service coordinator (RSC) and PLC case managers. In addition, PLC will maintain itself as a single fixed point of responsibility by coordinating with other agencies that place residents at Mid-Celis. The RSC is responsible for coordination in which support service staff work side-by-side with property management staff to develop a comprehensive approach to meeting resident needs which focuses on helping residents to sustain their housing and addressing concerns from all parties that have interest in Mid-Celis (residents, service providers, property management staff, etc.) Additionally in the case of an emergency the RSC will be available 25 hours a day and equipped with the LACDMH emergency line. The RSC will also be the first point of contact for emergency personnel and service providers, contacting all applicable parties as soon as an issue arises. The RSC will also outreach to local medical and mental health centers to generate a relationship to become familiar with their processes should an emergency occur.

The PLC case manager is responsible for providing case management services to all residents. A major focus of the PLC case managers will be active and early intervention and prevention, as well as harm reduction to facilitate the resident's growth while keeping them in housing. Duties will include outreach and engagement, needs assessments, case management, developing and implementing resident's goal plans, coordinating services, problem solving, crisis intervention and service referrals.

The housing management and social services staff will receive joint-training on a regular basis on service philosophy and management practices. These trainings are intended to develop a common understanding between the housing management and social service staff. Informal meetings and communication between the RSC, PLC case manager, LAHP residential services staff and the property management staff will occur on an on-going basis. Staff shall meet as necessary, with the respective representatives

of LAHP or the Property Manager to discuss and resolve any property management, property operation or other issues relating to the operation of *Mid-Celis*.

Coordination of Services meetings between PLC, local service providers, LAHP, and the property management company (Community Housing Management Services) will also ensure that staff is ready to handle any resident crises immediately in order to prevent the loss of housing. Further, housing and PLC case managers will call case conferences for specific situations that become critical and demand extra efforts to address. All housing management and social services staff will work hand in hand on a daily basis to address routine operational and service matters. Property management will not have access to any confidential health information, there will be a strict enforcement and separation of duties relating to health information (specifically areas detailed in the HIPAA act). All health information will be handled by a PLC case manager and other authorized personal under the HIPAA act.

On a bi-monthly basis, service staff will meet to access resident's individualized care plan outcomes and evaluate how well they are addressing the needs of each individual resident living at Mid-Celis. The Resident PLC service coordinator and PLC case manager at Mid-Celis will also meet on a regularly scheduled basis to review resident's progress on a case-by-case basis. Depending on resident's progress in achieving the defined goals outlined in their ISPs and/or those in the Mental Health Coordination Care Plan, actions will be taken to amend the plans based upon resident and staff agreed-upon interventions. A review of evaluation measures are found later in this section.

Community Housing Management Services is a property management company that brings qualified staff and experience to the development team. The property manager will be available to residents full-time, will reside onsite and will be enrolled in CSH's property management training to keep up with the best practices and strategies to working with the diverse population which will reside in Mid-Celis. The manager will additionally be involved in the coordination of all activities on-site and will work closely with PLC case managers to resolve any issues regarding residents in a dignified manner.

Supportive housing site staff will be trained how to respond to emergencies, such as incidents of violence, physical or mental health crises, and injury to residents, staff or visitors. Property management will also receive extensive training regarding emergencies before beginning their first solo shifts at the property. Employees will be encouraged to request additional training from the supervisor. LAHP will mandate ongoing training in emergency procedures for site staff and residents. Residents will be lead through an emergency evacuation plan by the local fire department, be assigned resident partners in need of assistance during an emergency and trained on basic emergency procedures and lifesaving practices.

Mid-Celis has adopted the best management practice from the supportive housing industry to assure that grievances and crises are resolved in the best possible manner, below is a detailed process to be followed by management and service staff in the event of a resident grievance:

- The resident will first meet with and address his/her concerns with the staff member whom s/he has a concern as well as the RSC
- If resident is not satisfied with the resolution, the concern will warrant a meeting with LAHP Director of Resident Services and all involved parties
- If the resident is still not satisfied with the resolution, s/he may file a written grievance and submit it to the LAHP Director of Finance and Asset Management.
- If the concern remains unresolved, the last step is to take the grievance to an outside mediator.

10. If proposing to develop Shared Housing units within a Rental Housing Development, describe the plan for developing “house rules” and provide a copy of any rules that may be in place at initial rent-up; (Please label and attach as "House Rules".)

Not applicable – There are no shared housing units in the proposed development.