

Item D.7 Supportive Services Plan

NOTE: A tenant's participation in supportive services will not be a condition of occupancy in MHSAs units.

Describe the development's approach to providing supportive services to MHSAs tenants. The following information should be provided:

1. A description of the anticipated needs of the MHSAs tenants;

A Community of Friends (ACOF) is proposing a new construction, permanent supportive housing development known as Silver Star Apartments. The property is located at 6558 West Blvd. in Los Angeles and will consist of a 49-unit apartment community for homeless veterans, with various onsite amenities and a rich array of supportive services. The lead service provider will be United States Veterans Initiative (U.S.VETS).

Silver Star Apartments will be home to forty eight (48) veteran households, including individual heads of households with diagnosed chronic mental illness, per a licensed professional in accordance with Los Angeles County Department of Mental Health standards. Of these special needs households, twenty-four (24) or 50% will be chronically homeless veterans, and the remaining twenty-four (24) will be homeless veterans. "Chronically homeless" and "homeless" will be defined by the McKinney-Vento Act. The target population is United States military veteran adults 18 years of age and older, with no maximum age limit. Tenant incomes will not exceed thirty percent (30%) of Los Angeles County Area Median Income (AMI).

Silver Star Apartments includes 10 MHSAs units and 38 special needs units. For the MHSAs units, the veterans that will be served are expected to require intensive supportive services especially in the areas of case management, life skills training, behavioral healthcare (mental health, addiction services, wellness and recovery) with specific focus on issues related to their military service, health care, legal advocacy, education, and vocational/employment services. Intensive and integrated behavioral health services will be provided by U.S.VETS and the V.A.L.O.R. program on and off-site. These services will include case management, medication support, individual and group counseling services, crisis intervention, individual therapy, rehabilitation, wellness and recovery groups, and substance abuse services or referrals to treatment, if appropriate. All services will be voluntary.

2. The supportive service provider's initial and ongoing process for assessing the supportive service needs of the MHSAs tenants;

Upon encountering veterans, U.S.VETS will assess for all needs to include housing and make appropriate referrals. When veterans first move into Silver Star Apartments, they will be invited to participate in a new tenant orientation with an emphasis on the following lease obligations to support residential stability: 1) Timely payment of rent, 2) Adherence to a good neighbor policy, and 3) Proper care of unit. At this orientation, tenants will

learn about the services and amenities offered at Silver Star Apartments. Veterans will be notified that all services are voluntary and will be given the opportunity to develop an Individual Service Plan which will further assess their needs and develop goals and objectives. Through this process the Case Manager will assist veterans in identifying their individual priority needs such as apartment care, medical and mental health care, benefits establishment, education/vocational training, independent living skills, and other supportive services. Upon signed written tenant consent, U.S.VETS staff will also interact with the U.S. Department of Veterans Affairs (VA) and obtain copies of the veterans' mental health coordinated case plans which will be stored in a locked tenant file in accordance with Health Insurance Portability and Accountability Act (HIPAA) and incorporated into the ISP as needed. The Veteran Service Assistant will meet regularly with each veteran to assess service options and progress using the ISP as a guide. Veterans who are not eligible for VA health care will be referred to the LA County Department of Health Services which will assist them with accessing health care through Medi-Cal.

The service staff's role is to provide a supportive presence, with consistent accountability and resources appropriate to meet the individualized needs to engage each veteran in addressing his/her challenges to help them remain housed and become more stable and independent. Under the supervision of the Veteran Service Coordinator and Clinical Director, the staff will conduct an assessment that measures the degree of skills that are present in several areas. This includes apartment care, cooking, laundry, budgeting, shopping, use of transportation, mental health needs, self-management of symptoms, substance use issues, primary medical care needs, educational and employment goals, and planning leisure activities. Also, other needs for therapy will be assessed, including resolving presenting psychosocial issues, increasing independence, productivity, and improving confidence and self-esteem. In addition, the staff will assess the income and benefit status of tenants, identifying other benefits offered by the VA and other entities that may enhance the veteran's current quality of life. Once the assessment is completed, the staff will review the findings with the veteran and Clinical Director, and short term goals will be developed to increase daily functioning and independence.

U.S.VETS will document and track tenant service needs and outcomes. The data will be collected, compiled, and analyzed by U.S.VETS staff in order to monitor tenant progress toward their ISP goals, results of service referrals, participation in on-site group activities, and to identify/address any challenges. Service utilization data of the tenants will be mapped against desired outcomes to determine progress and make mid-course changes in services as needed. Service utilization data will be shared (while respecting tenants' anonymity and confidentiality) with appropriate external researchers in connection with ongoing efforts to measure the cost-effectiveness of supportive housing.

Each year, U.S.VETS and ACOF staff will survey tenants. The survey is intended to gather individual tenant data regarding self-reported experiences and perspectives about their experience in housing and the supportive services program. Staff will utilize the evaluation data to improve the quality of supportive services accordingly. Based on survey results, U.S.VETS and ACOF will make adjustments and improvements to program design and delivery. Participation will be voluntary, but staff will work to encourage representation that reflects the diversity of the community.

From the analysis described above, U.S.VETS' Coordinator, Clinical Director, Case Manager, and Veteran Service Assistant will develop a Quality Improvement Plan (QIP)

to identify areas for improvement and assure that the program and tenant goals are met. The QIP will focus on: 1) quality delivery of services; 2) tenant satisfaction and experience; and 3) meeting regulatory requirements, including those established by HCID and other supporting agencies such as the VA and LA County Department of Health Services (DHS) and LA County Department of Mental Health (LACDMH). Data to be supplied to LACDMH include, but are not limited to the LACDMH Quarterly Census and the LACDMH Monthly Dashboard. Raw data involved in the analyses conducted by U.S. VETS will be made available to LACDMH upon request in ASCII, CSV, or SPSS format. The QIP will be developed by the staff directly from ISPs, service utilization data, tenant surveys, and U.S.VETS' analysis of these items. The QIP will then be reviewed and approved by members of the Quality Improvement Committee (QIC), whose members will be the Coordinator, Clinical Director, Case Manager, Veteran Service Assistant, and ACOF's Asset Manager. The QIC's main function is to address the program policies, review incident reports, respond to tenant grievances in a timely fashion, ensure appropriate recruitment, staffing and supervision protocols, and oversee management information data. To discuss any issues, the Veteran Service Assistant and Case Manager will implement the QIP via monthly meetings attended by service staff members of U.S.VETS and ACOF who work with Silver Star Apartments.

The results of tenant surveys and the performance of tenant services will be presented at the monthly Tenant Council meetings. The dissemination of program performance data at Tenant Council meetings will serve to strengthen the overall experience of each tenant's tenure because staff will hear and implement suggestions made by tenants. Representatives of the Tenant Council and U.S.VETS will also attend these monthly meetings for additional feedback that can be used to develop new programs and activities that will lead to greater tenant self-sufficiency. Participation at Tenant Council meetings is voluntary, but it is at Tenant Council meetings that tenants can provide feedback about tenant services. This ongoing dialogue between tenant and staff fosters relationship building and greater efficiency in tracking tenant feedback.

Amongst other factors, the following items will be measured:

- Benefits establishment, increase and maintenance of income
- Housing placement and retention
- Self-determination through attainment of personal goals reflected in personalized service plans
- Pursuit of education or vocational goals
- Attainment of volunteer position, supported, or competitive employment
- Number of hospitalizations and incarcerations

In addition, since 1988, ACOF has been providing service-enriched, affordable housing for homeless persons with chronic mental illness. This model has been effective in serving the needs of more than 1000 formerly homeless and mentally ill individuals and families. Through these experiences, combined with periodic tenant surveys, monthly community tenant meetings at all of its buildings, and questionnaires requesting feedback about programs and property amenities, ACOF has been able to consistently design effective services and sites with good track records. Additionally, ACOF has historically had two tenants on the Board of Directors to ensure tenant input into policy, procedures and program decision making.

3. A description of each service to be made available to the MHSAs tenants, 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**

U.S.VETS will provide continuity of care by utilizing cost-effective, flexible resources to meet each veteran's needs. On-site staff will identify and link veterans to resources and services for which they are eligible, assist with applications, and advocate on behalf of each tenant. Case management, benefits advocacy, self-help/peer support and behavioral health will be offered on-site in a private staff office or community room.

All services made available to MHSAs tenants will be voluntary. The Veteran Service Assistant will assist in mapping and arranging for transportation (bus, metro or van) whenever necessary to off-site locations. The available services, delivery method, and service provider are as follows:

- a) **Mental Health Services** – For various mental health interventions and medication support, tenants will have access to U.S.VETS' Clinical Director who will travel to Silver Star Apartments on an as-needed basis. Medication management and monitoring will be through the veteran's ongoing provider at the local VA. U.S.VETS will help tenants to receive this support and encourage them to adhere to their prescriptions. Veterans who receive mental health services from another provider will continue to receive services from the same provider.
- b) **Physical health services** – Health care to be facilitated through linkage with the local County health clinic or VA.
- c) **Employment/vocational services** – As lead service provider, U.S.VETS will assess tenant skills and readiness for work. Among employable veterans, employment preparation services will be provided by U.S.VETS Workforce Development Program (off-site), including vocational assessment, work adjustment/skills training, and employment assistance. This employment assistance will enable participants to process challenges and successes in their transition to the workplace, and reflect on how work experience is enhancing their self-respect and independence.
- d) **Educational opportunities and linkages** – Agreements with the local adult school will provide a means for tenants to complete their GED if needed.

- e) Substance abuse recovery services – Substance abuse recovery services will be available both on-site and off-site to assist tenants struggling with addiction. Alcohol is not permitted in the hallways or common areas. The service staff will refer veterans in cases of ongoing substance abuse that could lead to behaviors that would threaten their housing stability, to a rehabilitation program with an intensive treatment environment, to address relapse or detoxification. In such instances, the staff will provide the necessary support to each tenant to ensure continuity of care. Service staff will also develop policies, rent payment plans, automatic bank deposit and representative payee assistance to tenants who may need to be away from the building temporarily due to hospitalization or treatment in an off-site facility, consistent with HIPAA, Fair Housing laws and the Americans with Disabilities Act (ADA).
- f) Budget and financial training – Classes and individual assessments will be provided on-site by U.S.VETS. To assist with timely payment of rent, U.S.VETS staff will facilitate linkage to direct bank deposit for all veterans who agree to open a personal bank account. This best practice helps to ensure both maintenance of benefits and timely payment of rent while promoting independence.
- g) Assistance in obtaining and maintaining benefits/entitlements –Veterans will generally be eligible for VA income benefits, or through programs such as General Relief or Social Security Income (SSI), Social Security Disability Income (SSD). Service staff will provide ongoing assistance throughout the process of obtaining entitlement benefits.
- h) Linkage to community-based services and resources – U.S.VETS offers a wide array of services both on-site and within their existing off-site programs. These programs offer direct linkages to community services. All tenants will be offered and encouraged to take part in on-site life skills training to achieve independence through hands-on learning. Individual and group support are offered on site in the areas of: personal safety, budgeting, money management, meal planning, shopping, nutrition, housekeeping, laundry, public transport, community resources, tenant/landlord relations, tenant responsibilities, personal safety, behavioral health, mental health and substance abuse recovery, accessing emergency services, veteran issues (provided by the VA), education on social issues like domestic violence, legal rights in apartment searches (provided by Public Counsel or Mental Health Advocacy Services), and healthcare (primary, specialty, vision, dental) provided by the VA and LACDHS LA County, Department of Health Services.

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

There will be a minimum of 0.5 full-time equivalent Veteran Service Assistant and 0.5 full-time equivalent Case Manager on-site, plus one off-site Coordinator and Clinical Director, each at 0.10 full-time equivalents. One on-site manager will be provided by the property management company. All service staff will be U.S.VETS employees. Services staffing represent a direct service staffing ratio of 1:23.

While on-site, the Veteran Service Assistant and Case Manager will offer to meet with each veteran as often as needed or requested based upon individualized needs and

consent with regular attempts made at least once bi-weekly to resolve and assist in improving issues related to daily living, adherence to lease obligations develop ISPs, conduct life skills groups, respond to crisis or emergency situations, provide needed referrals for tenants to off-site resources, and to evaluate service outcomes.

A staff member will be on-site Monday through Friday from 8:00 am to 6:00 pm and will make daily efforts to engage tenants in services both on and off-site. This position will spend time in common areas to proactively develop relationships with veterans to encourage them to access the services they need. As staff develops trusting rapport with tenants, they will invite tenants to participate in any service or support that interests them and meets individual needs.

After hour emergencies will be handled through U.S.VETS' After-Hours On-Call Crisis Response system. On-site service staff will follow up with all after-hours emergencies the next business day to determine the need for further assessment, support, and utilization of resources in order to maintain tenant stability. U.S.VETS will also coordinate emergency care with the VA. In addition, access to Los Angeles County Department of Mental Health (LADMH)-related psychiatric emergency teams will be maintained at all times.

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;

U.S.VETS employs a Housing First, low barrier, harm reduction approach to housing and supportive services. Tenants will be offered individualized and group services that are respectful of their choices. While abstinence for those individuals recovering from substance abuse will be encouraged, veterans will not be required to participate in either substance abuse recovery programming, or mental health treatment as a condition of tenancy. However, U.S.VETS staff will engage clients at regular intervals, assess for specific needs, and assist them in increasing their well-being. Any veteran who poses a risk of harm to self or others at any point in time will receive immediate intervention. All tenants will be educated to pay their rent on time, be a good neighbor, and care for their unit.

The service staff will promote a safe community of respect, wellness and recovery by fostering positive relationships with and between tenants and planning ongoing life cycle events to celebrate holidays, birthdays and other activities decided through tenant choice. Veterans will be further encouraged to develop a self-help community and to pursue their goals and dreams through engagement in meaningful and productive outside activity such as through volunteering, pursuing vocational interests, employment or educational opportunities.

National experience and research suggests that when a homeless person is able to live in permanent housing connected with supportive services such as a treatment program, the potential is greatly increased for that person to live at lower risk of relapse, and with

greater independence and responsibility economically and socially. Also, by applying mental health recovery principles to the treatment process, staff are able to ignite the hope for recovery while supporting mental health consumers to take on the personal responsibility for managing one's illness, make important life decisions that lead to greater empowerment, and engage in social roles that provide meaning in one's life beyond that of the label of mental illness. Collectively, both of these philosophies work together to support veterans and other mental health consumers in achieving and retaining permanent housing status while improving mental health. Veterans, who are encouraged to develop ISPs, attend peer support activities, and address personal barriers to recovery, can take steps toward wellness, enhanced community integration, and self-sufficiency.

First and foremost, U.S.VETS' approach to providing veteran services in a supportive housing development is to respect each person's right to dignity and privacy by honoring applicable Federal and State Fair Housing laws and the Americans with Disabilities Act (ADA) and HIPAA. Attention is focused on strengthening skills to further enhance the independence and mental health recovery of each veteran. Other issues are also identified to enhance role functioning, relate to family members, and in becoming active in substance use recovery. Referrals are provided and follow through is encouraged so that veterans can continue to build upon successes and work toward long term goals they have identified as meaningful in independent living. All services are voluntary, but subject to funding sources which may require services participation. Veterans are encouraged to make their own life decisions in order to foster and promote self-sufficiency.

Each Individual Service Plan (ISP) is developed with input by the veteran and plans are individualized to identify long-term goals that are meaningful to the tenant and that focus on self-determination and increased independence in the community. Service staff will provide in-depth training and on-going support in the areas of independent living skills/self-determination (health, hygiene, apartment care, nutrition, cooking/food planning, good neighbor practices), money management (budgeting, saving, paying bills on time, etc.), and housing retention (help meeting lease obligations, including timely rent payments). In addition, the Case Manager will help veterans access mainstream resources such as government entitlement programs including social security, SSI/Disability, SSD, MediCal, Medicare, food assistance, veterans' benefits and services, mental health care, health care, substance abuse recovery, education and employment, low income utility assistance, and local government programs. Veteran Service Assistants will also help veterans access services, and coordinate and monitor care in cooperation with mainstream providers. In addition, U.S.VETS Peer Navigators will provide peer-led groups to teach clients to develop Wellness Recovery Action Plans (WRAP) that support the foundation toward self-determination and independence. Peer-led groups and U.S.VETS Alumni events will take place both on-site and off-site.

Through community building and leadership development activities, including peer facilitated or self-help groups and social/recreational activities, veterans learn and

improve their social skills, life skills, self-esteem, and therefore increase their self-determination and independence. U.S.VETS staff will facilitate introductions between veterans and the local neighborhood watch and community groups, advisory boards, community centers, recreation centers, and community-based organizations and encourage veterans to seek out community organizations and peer-supported activities that interest them.

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

U.S.VETS will recruit and supervise two (2) staff members whose primary responsibilities are to help tenants remain stably housed and to manage service-related crisis situations and emergencies. The Veteran Service Assistants will have the necessary skills and training for serving veterans and the Case Manager will have formal professional Bachelor's-level degrees or equivalent experience in areas related to social work, psychology or a similar field, experience working with veterans and those who have been homeless, have a mental illness, and/or abuse substances, and extensive demonstrated knowledge about social services, veterans services and housing resources in the South Los Angeles and surrounding areas of Los Angeles.

The Veteran Service Assistant and Case Manager will meet regularly with each veteran to plan service options and progress per the ISPs, which are developed by and with the tenant, and are designed around the specific needs of the individual. However, all services will be voluntary, subject to funding requirements. The Coordinator and Clinical Director will work closely with the on-site staff on day-to-day issues at Silver Star Apartments and meet regularly to provide input to program operations, address emerging challenges or conflicts, and request program adaptations as needed. Regular meetings will be held to review progress toward plans and to fine-tune plans that require further attention. Additionally, U.S.VETS will coordinate closely with the Residential Services Department and Asset Management Department of A Community of Friends to assure coordination of services and to address any pertinent tenant needs. Silver Star Apartments will adopt a client privacy and confidentiality protocol consistent with professional standards for social work and psychology and in full compliance with HIPAA.

U.S.VETS services staff will work with veterans to develop a safe and supported community by facilitating on-site peer involvement such as gardening, creation of a Tenant Council, and self-help groups based on the needs and skills voiced by the veterans. These may include AA/NA meetings, recovery groups, men's and women's groups, cooking classes and life cycle/holiday celebratory events. The Tenant council will be a peer-led group. U.S.VETS staff will recruit peer mentors from stably housed,

active U.S.VETS alumni, to help tenants design and implement additional peer facilitated/self-help groups. Additional peer support will come from U.S.VETS' Peer leadership program to both lead and train tenants to lead peer support and self-help groups that are offered on-site at Silver Star Apartments.

Upon lease-up, Barker Management Inc. (BMI), the property management company, will explain to new tenants the roles and responsibilities of Property Management and the U.S.VETS service staff, and BMI will obtain written permission from tenants to refer them to U.S.VETS 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 Asset Management, service staff will monitor tenants for warning signs of lease violations and nonpayment of rent. Rent is due on the first of the month, with no late penalty attached if received by the 10th of the month. (This delay allows social security, VA and other assistance funds to reach the tenants.) However, if no partial payment and payment plan are received by the 10th, the tenant will be served with a Three Day Notice to Perform or Quit by property management, and U.S.VETS service staff will be advised of the Notices. Throughout those three (3) days, staff will work in close coordination with tenants with unpaid rents to identify needs, provide an infusion of supportive services, and assist in rent payment plans to prevent eviction. U.S.VETS staff will also work closely with Asset Management during this period. While the rent payment plans are outstanding, the service staff will work closely with the tenant on money management. If after three (3) days, the tenant has not provided at least partial payment and a payment plan, an eviction notice will be served by property management.

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

With the express permission of each tenant (which is described above), copies of all notices that have tenancy repercussions will be given to the on-site service staff. This affords enough time to work with the tenant and thus avoid eviction. In addition, an orientation will be held at the beginning of client residency to set expectations of their housing plan and lease obligation. Site staff (both services and property management) are also expected to discuss at-risk tenancies during the regular site staff meetings. This allows for proactive measures to be taken 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 tenants will be assisted in transitioning to other permanent housing once they reach 25 years of age;**

Not Applicable – Silver Star is not specifically targeting homeless youth.

- 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 MHSAs tenants who do not speak English and how communication between the property manager and the non-English speaking MHSAs tenants will be facilitated;**

U.S.VETS has staff that are fluent in Spanish. U.S.VETS also has experience using a telephonic translator service and will acquire such services as needed. U.S. VETS staff will also facilitate communication between the property manager and the non-English speaking tenant, with the tenant's permission. If needed, U.S. VETS staff will seek out resources specifically offered in the tenant's language.

To foster understanding and promote diversity, U.S.VETS staff also intend to plan various cultural events throughout the year.

- 9. Describe the process to ensure effective communication between the service provider and the property manager regarding the status of MHSAs tenants 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; and,**

ACOF's policy as lead developer is that the third party property management company (Barker Management, Inc.), the third party service provider (U.S.VETS), ACOF's Asset Management department, and ACOF's Residential Services department will work hand-in-hand to address concerns raised by the team or tenants promptly.

The primary responsibilities of the property manager are to coordinate with ACOF's Asset Management department during intake/lease-up; collect rent; process evictions; and prepare monthly reports, income certifications, and lender reports. In addition to the responsibilities listed above, the property manager (an employee of the property management company) will live on-site, handle and resolve all tenant complaints regarding property management, take all requests for maintenance, and respond to after hour emergency situations. Case Managers and the property manager are expected to communicate regularly, with formal meetings weekly (although with less frequency once a building stabilizes). In buildings where ACOF has a third party service provider, such as Silver Star Apartments, ACOF assigns a Residential Services Supervisor (RSS) to serve as a liaison with the service provider. The role of the ACOF RSS is to provide additional support and guidance to U.S. VETS staff and to ensure tenants are provided a consistent level of services. ACOF's Asset Management staff and RSS also visit ACOF properties regularly to meet with the site staff (whether or not they are third party providers) to discuss tenant, property, and service-related issues and/or concerns.

Each tenant will sign a lease and will have all of the rights and responsibilities of tenants. U.S.VETS's staff will work with tenants, as part of the development of the RSP and ongoing service provision, to help tenants understand their rights and responsibilities and provide assistance in abiding by the lease and paying rent and other bills on time. Legal Aid and/or Mental Health Advocacy Services will provide workshops and legal assistance, if necessary, in the area of tenant rights and responsibilities.

With the express permission of each tenant, copies of all notices that have tenancy repercussions will be given to the U.S.VETS staff. This affords services staff time to work with the tenant and thus avoid eviction. In addition, site staff (both services and property management) is expected to discuss at-risk tenancies during regular site staff meetings. This allows for proactive measures before it becomes too late to save the tenancy.

For tenants, ACOF has a five step grievance procedure that is implemented at all its buildings regardless of property management company or service provider to promptly address concerns raised by tenants and to ensure consistency in process related to management response.

In addition to the processes and procedures detailed above, ACOF strives to inculcate ACOF's mission and operational philosophy by conducting quarterly trainings that involve asset management, property management and residential services staff (both ACOF and third party). These trainings are focused on issues and procedures that affect tenants as well as team building, skills improvement, inter-departmental (services and property management) collaboration, and specific workshops aimed at improving service provision in a larger sense to the special needs households in ACOF buildings. The trainings are also an opportunity for management staff to hear what works and what needs fine-tuning directly from site staff.

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 – Silver Star will not have a Shared Housing component.