

Parkview on the Park Service Plan LACDMH

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This Supportive Housing and Services Plan for Parkview on the Park Apartments is consistent with the Los Angeles County's Mental Health Services Act (MHSA) Community Services and Supports (CSS) Plan as it pertains to its objectives, planning, design, supportive services, and focal populations.

Parkview on the Park Apartments will meet the objectives of the MHSA CSS Plan noted above by making available 40 of 80 efficiency apartments to older adults (ages 60 and over) which are or have been previously homeless and living with serious mental illnesses. Appropriate supportive services will be provided to all of these residents to facilitate wellness, recovery and resiliency, as well as housing stability. MHSA units at Parkview will be targeted towards those earning no more than 30% of Area Median Income (AMI) and project-based section 8 vouchers have been secured to further deepen affordability levels.

The County of Los Angeles - Department of Mental Health (LACDMH) recognizes and prioritizes the need to provide permanent supportive housing and on-site supportive services for older adults (ages 60 and over) with mental health disorders. The services provided through this proposed plan will provide an enriched living experience for residents to improve and maintain physical and mental health, access mainstream services and community based resources, gain increased independence, reduce the risk of homelessness, and live in a safe, secure housing environment. Services to be provided for residents will include case management, mental health services, counseling and recovery services, money management, recreational/socialization activities, medical services, legal services, employment and educational/training services, veterans' services, public benefits, food distribution, clothing distribution, and more.

These "wrap-around" services are provided in partnership with our lead service provider St. Barnabas Senior Services (SBSS) a network of mental health service providers, and other local social service agencies to increase self-sufficiency, develop independent living skills, and promote an interactive and vibrant living community. All supportive services are designed to promote independence, wellness, and keep residents in permanent housing. The Resident Service Coordinator, under the guidance of SBSS, will play a crucial role: conducting initial resident in-take and orientation, coordinating services and staff, creating a supportive atmosphere, working with case managers to identify and implement service programming, routinely observing and monitoring resident behavior, maintaining data and tracking records and facilitating crisis intervention in an efficient and effective manner.

In addition to the mental health services provided by the aforementioned Service Providers, Los Angeles Housing Partnership (LAHP), Belmont Adult School, local community based organizations and our property management company, will provide

many supportive services and activities on-site and free of charge for the Parkview residents in order to help them maintain health and well-being.

Some of the services available to residents that are provided by LAHP will include cooking classes, money management workshops/groups, bingo, movie nights, art workshops, support groups, Nintendo Wii games, board games, and more. (For more information, see Section D.5 – Supportive Services Chart) The Majority of all off-site services will be provided at the SBSS, which has a 100 year history in this community and located less than a mile from the proposed Parkview. SBSS has become the hub of the Westlake/ MacArthur Park Senior Community, serving as the headquarters for numerous supportive services programs and community events for seniors. Social workers and case managers are the gateway to more than two dozen direct services offered by SBSS. The SBSS also the main senior congregate meal site in the community and we anticipate that many Parkview residents will consistently take part in the meal site. Additionally for those who are not able to make it to the center to receive the food, SBSS offers home delivered meals.

Parkview on the Park is located less than a full city block from the Westlake/ MacArthur Park Redline Metro station and numerous bus lines, providing for easy public transit use. Additionally SBSS maintains a handicap accessible, mutli-van door to door shuttle service for seniors who are 65 yrs of age or older who are not able to use public transportation due to their more frail condition or are physically disabled. Residents with a demonstrated need will also be eligible to receive free bus tokens (as available) through the on-site Service Coordinator or Case Managers.

The Parkview on the Park Apartments will be able to respond to the unique needs of older homeless adults who reside in the Westlake/ MacArthur park community and beyond by providing case management and connecting residents to the full range of supportive services they need to improve their lives. In addition to permanent-supportive housing, the services mentioned above will be designed around the anticipated needs of residents, and will be continually evaluated and adapted to reflect changing needs of the resident population.

D.2 Description of Target Population to be Served

Parkview on the Park MHSA units will primarily serve the housing needs of low income seniors who are homeless, chronically homeless, living with chronic and severe mental illnesses who may also have other co-occurring conditions/situations, physical disabilities, developmental disabilities, HIV/AIDS, and other various issues. As concluded by the extensive report prepared by Shelter Partnership, Inc. in March 2008 “*Homeless Older Adults Strategic Plan*”, there are over 4,000 older adults who are homeless in Los Angeles County.

Demographic of Homeless Older Adults in Los Angeles
<ul style="list-style-type: none">• Over two-thirds of homeless older adults are males• Fifty seven percent (57%) of homeless older adults are Black, while Latinos or Hispanics represent 14 to 15% of the population• Almost 4 in 10 homeless older adults have proceeded beyond high school, including 24% reporting some college education• Twenty eight percent (28%) of homeless older adults report prior military service, which is twice as high as the general homeless population

Geographically, Los Angeles County is divided into eight Service Planning Areas (SPAS). When compared with other areas of the County, homeless individuals in Service Planning Area 4 (SPA4), which includes the MacArthur Park area, self-reported far more incidence of mental illness. In fact, 44% of SPA4 respondents self-reported that their disability was a mental disability compared to approximately 31% of total respondents in all areas. Of this group, 93% were individuals, approximately 86% were unsheltered, and 64% were chronically homeless.

Based on the rent structure and financing requirements, Los Angeles Housing Partnership has proposed the following more detailed description of the target populations and projected numbers of persons to be housed in the Parkview on the Park MHSA units.

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- Homeless Seniors. There are between 3,000 and 4,000 homeless seniors, aged 62 and above, in Los Angeles County on any given day. It is estimated that almost half of these homeless seniors have a substance abuse problem or mental illness. Additionally, many of those diagnosed with either a mental illness or substance abuse issue actually suffer from a combination of both. At least one-third, some estimates say over 50%, of homeless older adults are chronically homeless, and over two-thirds are male. Almost four in ten homeless older adults have proceeded beyond high school, including 24% reporting some college education. About two-thirds of homeless seniors receive income from either federal Supplemental Security

Income (SSI) or Social Security. Fifty-seven percent of homeless older adults are Black, while 14 - 15% of this population is Latino/Hispanic.

- Homeless Senior Veterans. The United States Department of Veteran’s Affairs estimates that nearly 200,000 veterans are homeless on any given night. Nearly 400,000 veterans experience homelessness over the course of a year. Staggeringly, one out of every three homeless men who is sleeping in a doorway, alley or box in our cities and rural communities has put on a uniform and served this country. According to the National Survey of Homeless Assistance Providers and Residents (U.S. Interagency Council on Homelessness and the Urban Institute, 1999), veterans account for 23% of all homeless people in America. It is estimated that about half of these homeless veterans will meet HUD’s definition of chronic homelessness (a single disabled individual who has been continuously homeless for one year, or who has experienced four episodes of homelessness in the past three years). Veterans who meet these criteria will be eligible for mental health services in Los Angeles..

From nearly two decades of experience, the supportive housing industry has learned that special needs populations, and particularly homeless seniors and seniors with a mental illness, require a rich array of support services to help them maintain stable housing, develop greater self-determination and self-sufficiency, and achieve their life goals. Los Angeles Housing Partnership has researched projects with populations that are similar to that of *Parkview on the Park* and consulted with experts in the field of supportive housing to arrive at the following description of the expected service needs of the target populations:

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).
Homeless Seniors with chronic substance abuse or mental illness - Up to 50% of resident population	Intensive case management, with emphasis on accessing mainstream services and other community-based resources including; independent living skills, behavioral health and primary health issues and vocational/educational goals. Intensive case management includes individualized service planning and goal setting, counseling and support, coordination of services, access to substance abuse programs, and money management.
Homeless Senior Veterans (including chronically homeless) - Up to 50% of resident	Intensive case management, with emphasis on accessing mainstream services, community-based resources and programs for Veterans including; behavioral health and primary health issues, independent living skills, legal/benefits advocacy and employment/educational goals.

population	Intensive case management includes individualized service planning and goal setting, coordination of services, counseling and support, employment training, and crisis intervention.
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Affordability Achieved through Deeply Targeted Rents

TCAC restricted rents for Parkview on the Park allow a tiered rent structure targeted to households earning from 30% to 50% of area median income (AMI). Since the actual income of homeless seniors may dip as low as 0%, LAHP secured a 10 year contract with the Housing Authority of the City of Los Angeles for Project Based Section 8 Vouchers.

The contract allows LAHP to target significantly lower than the TCAC restricted levels. LAHP aims to de-concentrate poverty within the development and help facilitate increases in residents' incomes, in a stable housing environment.

D.3 Resident Selection Plan

Resident-Selection Plan:

Los Angeles Housing Partnership will follow and comply with the MHSA Housing Program Resident Referral and Certification Process as defined by LACDMH.

To ensure equal access and equal opportunity to all, no one will be denied the opportunity to apply for housing at the Parkview Apartments. However, successful applicants must meet eligibility criteria as defined by MHSA, LACDMH, LAHD, TCAC and Los Angeles Housing Partnership. All applications will be stamped and dated as they are received and eligible applicants will be placed into a lottery. Special needs eligibility includes an age requirement as well as documentation verifying the resident falls into one of the following categories:

- a) Senior with co-occurring disorders
- b) Homeless Senior
- c) Homeless Senior with mental illness and/or substance abuse
- d) Senior with chronic health condition(s) with mental illness and/or substance abuse

The Resident Service Coordinator (RSC) and property management company will coordinate with all service providers and the network of mental health agencies to ensure MHSA units are adequately marketed to those in need. Parkview on the Park will rely on referrals from well established mental health service providers, public agencies and other organizations to lease-up MHSA units. These referral sources include but are not limited too: Los Angeles County Department of Mental Health, U.S. Department of Veteran Affairs, Housing Authority City of Los Angeles, Community Redevelopment Agency of Los Angeles, SBSS, PORTALS, Los Angeles Housing

Department, Downtown Drop-in Center, Union Rescue Mission, Los Angeles Mission, Midnight Mission, Homeless Outreach Program, Salvation Army, The Weingart Center and, PATH.

The resident-selection process will involve multiple parties working in close coordination facilitated by Los Angeles Housing Partnership, who will all be in agreement prior to occupancy:

LAHP's management agent, Brackenhoff Management Group, will work with the primary service provider, SBSS, and the network of mental health service providers to ensure that residents applying under the special needs category establish eligibility.

Los Angeles Housing Partnership: LAHP will oversee the entire selection process and coordinate with property management, service providers, HACLA, LACDMH and the Housing Rights center to ensure the process will meet all fair housing law requirements. LAHP will additionally work with LACDMH to outreach and market to local DMH contractors so as to ensure that a large and diverse pool of potentially eligible applicants is notified of the development and application.

Brackenhoff Management Group: BMG will run day to day operations at the Rental Office and ensure that a Resident Certification Application will be completed for each potential resident and sent to the Housing Policy & Development Unit (HP&D) at LACDMH in order to certify that they are a DMH eligible resident with a Single Fixed Point of Responsibility (SFPR) prior to move-in.

Application Process for Prospective Residents for MHSA units:

Resident selection of the special needs population will involve three distinct parties, all of which must be in agreement prior to occupancy:

Any self-reporting applicants will complete an information authorization release form which will be sent by BMG to LACDMH Housing Policy & Development (HP&D) to verify eligibility. If the prospective resident is not found in the current LACDMH system, BMG will refer the applicant to LACDMH for an assessment.

Once the prospective resident has been certified by HP&D to have met the threshold eligibility criteria for an MHSA-funded unit, s/he will be referred back to the rental office to obtain a rental application for housing. The applicant has the option to process the application in the lease-up office, in a private space located on-site or take the application and return it upon completion. BMG will work with the Resident Service Coordinator to locate assistance for applicants in need.

LACDMH contracted or directly operated mental health agencies, will work in conjunction with LAHP and Brackenhoff Management Group on a case-by-case basis to assess past behavior, to negotiate any reasonable accommodations deemed

necessary, and to address any derogatory information that would normally exclude persons from housing.

A screening will also be conducted by the Housing Authority of the City of Los Angeles which will make a final determination as to a person's eligibility for project based section 8 voucher rental assistance.

With respect to processing prospective residents, LAHP will follow all Fair Housing laws and regulations and will not discriminate against any individual because of race, color, creed, national or ethnic origin or ancestry, religion, gender, sexual preference, gender identity, age, disability, handicap, military status, source of income, marital status, HIV/AIDS or AIDS-related conditions, or any other arbitrary basis. No criteria will be applied or information considered pertaining to a particular attribute of behavior that may be imputed by some to a particular group or category. All criteria shall be applied equitably and all information considered on an applicant shall be related solely to the attributes and behavior of individuals as they may affect residency, as it pertains to the ability to adhere to the terms of a lease, likelihood of disturbing the peaceful enjoyment of other residents, and ability to care for or provide care for the unit.

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

SBSS, the network of mental health providers and other service organizations will target chronically homeless residents with mental illnesses and refer them to LAHP for permanent housing. LAHP's marketing efforts, as well as its policies and procedures are intended to maximize the opportunity for all eligible persons, regardless of gender, race, religion, national origin, primary language, marital status, disability, or sexual preference to apply for vacancies in its properties.

Los Angeles Housing Partnership will ensure that special marketing outreach considerations are given to homeless individuals with mental illnesses. BMG and the Resident Service Coordinator will work with the network of mental health service providers to outreach to community agencies serving special needs populations. Outreach will be conducted through special announcements to local agencies as well as through e-mail blasts to local coalitions of social service agencies that provide services for persons with mental illnesses. Industry experience tells us that because of the inordinate number of homeless persons with mental illnesses residing in this area, the response to new units is usually overwhelming.

As early as possible before the construction is completed, comprehensive application materials will be made available to the community through housing workshops overseen by Los Angeles Housing Partnership and Brackenhoff Management Group which will provide information about all aspects of the application process for potential residents in

order to eliminate as many obstacles as possible to applying for residency. This will enable applicants to anticipate and positively address issues such as providing identification documents, birth certificates, landlord references, credit reports, criminal background reports, and other applicable supportive documentation needed to complete the application process; as well as how to submit a complete and true application. In those cases, where applicants may not already have appropriate identification or documents, the Rental Office will refer them to the on-site Service Coordinator or Case Manager to assist them with this part of the process. Every effort will be made to provide reasonable accommodation as necessary should issues remain at the time of application.

Marketing

Los Angeles Housing Partnership (LAHP), through its management agent, Brackenhoff Property Management Group (Agent), will market the units to the local community through churches, mental health providers, shelters, community organizations, newspaper, and governmental agencies. Advertising shall include use of newspaper advertisements, flyers to the communities, and notification of availability of rental units to public and private agencies and will be provided in the native language prevalent in the rental housing development area. No residency requirements will be used as a basis for approving or denying residency to an applicant.

The marketing plan shall abide by the Los Angeles Housing Department Affirmative Marketing Requirements as well as all Federal and State Fair Housing Regulations. The following list represents potential referral sources to be marketed to but is not limited to;

Referral Sources

Target Population

a) MHSA Units

- PORTALS
- U.S. Department of Veteran Affairs
- Department of Mental Health
- Downtown Drop-in Center
- Union Rescue Mission
- Los Angeles Mission
- Midnight Mission
- Homeless Outreach Program
- Salvation Army
- The Weingart Center
- People Assisting the Homeless
- Other DMH Mental health service providers

Applications

Completed applications will be processed by first come basis

Income Verification. The Agent will send “third-party income verification” forms to the prospective residents’ employers or income providers. If a prospective resident is self-employed, the applicant him/herself will complete the form and must provide a signed affidavit and a tax return.

Interview. The Agent shall interview each prospective resident. This interview shall be assisted by the applicants Single Fixed Point of Responsibility.

Employment. The Agent shall verify any employment and income information given by the prospective residents.

Credit. The Agent shall request a credit check of the prospective resident through a reputable credit agency and shall personally check with one or more of the resident’s previous landlords about past rental payment history.

Housekeeping. The Agent shall check with one or more of the prospective resident’s previous landlords to determine his/her ability to maintain an apartment in good condition and to abide by building rules. For formerly homeless residents, an interview will be conducted to complete a similar assessment.

Other. If necessary, the Agent shall check other references and perform additional screening of prospective residents.

The Agent may disapprove the prospective resident’s lease application only if any of the following conditions apply:

Applications may be rejected for any of the following reasons:

1. Blatant disrespect, disruptive or anti-social behavior toward management, the property, or other residents, exhibited by an applicant any time prior to move-in, or during interview. This must be documented.
2. A negative landlord or other reference, encompassing failure to comply with the lease, poor payment history, or eviction for cause.
3. Negative credit report.
4. Felony conviction.
5. Falsification of any information on the housing application.
6. Income exceeding the area median income based upon income limits established at the property.
7. The submission of an incomplete application and supporting documents such as required references from the applicant's case

manager, physician, or social worker necessary to determine if that applicant meets resident-selection criteria and program regulatory requirements.

8. Personal History Concerns such as:
 - A. A history of violent or abusive behavior (physical or verbal), in which the applicant was determined to be the offender.
 - B. Current use of illegal drugs.
 - C. Applicant is subject to lifetime registration requirements under any State sex offender program.
9. Other good cause, including, but not limited to, failure to meet any of the resident selection criteria in this document.

Reasonable accommodations will be made for applicants to ensure their fair ability to apply for a unit.

Waiting List. Procedures will be followed to assure waiting list is current and identifies applicants by income and special needs category. Such procedures shall include the following:

- a) One master list shall be kept with designation for each income, unit size, and special needs eligibility requested.
- b) The waiting list will be maintained and updated constantly. Applicants on the waiting list must indicate their desire to remain on list at least once a year.
- c) A postcard will be sent to all applicants and referral agency's who signed certifications for the applicants application annually requesting their desire to stay on waiting list.

Accepted Applications. Those applicants who are selected for occupancy shall have the opportunity to inspect the unit to be rented, sign an inspection form and a rental agreement, and pay the security deposit. All selected residents will be required to attend an orientation session. Residents will be informed that continued income eligibility and annual income recertification will be required as a condition of occupancy. The orientation session will also outline the management roles, practices and guidelines, the roles of service providers, available resources and classes to be provided, the green features of the development and more. House Rules will also be made available to each of the residents and reviewed at the orientation session.

Rejected Applications.

Those applicants not selected for occupancy shall be provided written notification stating the reason(s). Rejected applicants will be given 10 days to appeal the decision in writing. Appeals will be addressed by the property management company.

Any applicant who provides altered information and/or deliberate misinformation regarding his/her income, current status, or past history, will be disqualified. Some history of unemployment, alcoholism, drug addiction, imprisonment, etc., will not automatically disqualify an applicant from becoming a resident. The fact that people have had problems in the past is less important than what they are doing about them in the present, and their characteristics indicating whether or not they will be good residents/neighbors. There shall be no discrimination based on race/color, religion, age, national origin/ancestry, gender, sexual orientation, mental or physical disability, medical conditions, or familial status.

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

Los Angeles Housing Partnership is committed to maintaining residency for all residents of Parkview however we are aware that circumstances take place which can necessitate eviction. The Eviction process will begin if absences over 30 days without prior notification to property management will be treated as an abandoned unit. Absences over 90 days will result in a termination of the subsidy and a termination of the subject tenancy. Notices to perform or quit will be issued for all lease violations. However, unless instructed otherwise by a resident, service staff will receive a copy of said notices. This gives residential services the opportunity to intervene on resident's behalf to prevent eviction and preserve tenancy. In addition, bi-weekly site staff meetings allow both residential services and property management to discuss and strategize about non-private (in compliance with HIPAA laws) behavioral concerns that might spill out into the community. Site staff, both residential services and property management can initiate an eviction, however all legal actions against residents must be reviewed and preapproved by the owner.

Reasonable Accommodation

Reasonable accommodations will be made available to meet the needs of disabled applicants, including applicants with both physical and/or mental disabilities. All requests for reasonable accommodations will be addressed through Parkview's Rental Office, and all forms for these requests may be obtained at the this office. The on-site Service Coordinator, Case Managers and the network of mental health providers or any available support system will work with the prospective resident to assist in this process, if needed.

Management will apply the same screening criteria to all applicants. However, management is obligated to offer qualified applicants with disabilities additional consideration in the application of rules, practices, or services and structural alterations if said accommodation will enable an otherwise eligible applicant or resident with a disability an equal opportunity to access and enjoyment of the housing program. Management is not, however, required to make a reasonable accommodation or

physical modification if the accommodation or modification will result in an undue financial burden to the property.

All units are adaptable for persons with disabilities, as defined by the California Building Code, and many units are designed with specific features for persons with mobility impairments. All reasonable efforts will be made to rent units with these special design features to applicants who require or who could benefit from such units. In the case of these special units, when no qualified applicant has applied that requires the design features offered, then the unit will be offered to the next qualified applicant. This applicant will be required to complete a Lease Addendum form, whereby they agree to transfer to a standard unit within the development should a new resident require a special unit and said standard unit is available.

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

Pet Policy: Only those persons requiring service animals documented by a Medical Professional will be allowed pets at Parkview on the Park, otherwise no pets will be allowed.

Appeals

All denied applicants will have the right to appeal any housing decisions. Prospective residents or their Case Manager may request a copy of the Housing's Grievance Procedures from any Housing Management or Supportive Services staff. The on-site Resident Service Coordinator, Resident's Case Manager, or the Mental Health Provider may work in conjunction with the prospective resident, if needed, to assist in the appeal process. The appeal must be received by Housing Management no later than ten (10) days after the rejection letter is received. Within three (3) working days of receipt of an appeal, the appeal will be forwarded to the Director of Asset Management.

The Director of Asset Management, Senior Property Supervisor, or other designee, will address the matter within 72 hours of receiving the appeal, including the gathering of facts. The Director of Housing Management and/or designee will provide the rejected applicant with a written response as to the reason for the denial.

D.4 Supportive Services Plan

General Overview

Parkview on the Park, located just west of Downtown Los Angeles in the Westlake community, features over 8,000 sq ft of social service space which will be used to house a variety of on-site programs, resident activities, food bank distribution, on-site health clinic and office space for service providers. Additionally *Parkview* is located near amenities such as the Metro Red line, Good Samaritan Hospital, MacArthur and Lafayette Parks and many community service organizations. The development will contain 80 units 40 of which are dedicated to MHSA households at or below the 30% area medium income. Additionally project based section 8 vouchers have been retained to further deepen the affordability of all units. This affordability is a powerful component to helping those with mental illness maintain tenancy in permanent housing.

Parkview on the Park will provide an exceptional opportunity for seniors who are mentally ill, chronically homeless, homeless, or who have very low incomes. Residents of *Parkview on the Park* will live in a community with full access to services and programs that will meet their specific needs, while encouraging independence and financial growth. All services will be offered on a voluntary basis to all residents and will emphasize the residents' ability to take ownership of their individualized plan. Due to the nature of the future residents of the project, *Parkview* will offer different levels of support depending on the service needs of its residents. Services will be offered through a coordinated effort among the owner, property management staff, on-site social service staff, 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.

DESCRIPTION OF SERVICES

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

St. Barnabas Senior Services (SBSS) –

SBSS, the lead service provider at *Parkview on the Park*, will focus on case management, support services and independent living skills for all seniors. SBSS has a 100 year history in Los Angeles and is located just a couple blocks from the proposed *Parkview on the Park*. Social workers and case managers are the gateway to more than two dozen direct services offered by SBSS. SBSS has a history of experience working with the senior homeless and mentally ill populations. SBSS's assigned Resident Service Coordinator and Case Management staff for *Parkview on the Park* will have extensive understanding of the needs of the target population in addition to years of

experience. Case managers coordinate all the help a senior needs, and follows up with the senior and/or the senior's family or friends for as long as the help is wanted. Case management services can be especially beneficial for families who live a long distance from a senior who resides in Los Angeles. All case managers and social workers are bilingual, and will assess the senior's needs in the senior's preferred language - English, Spanish, Korean, Mandarin or Cantonese. SBSS' Managers all hold Master's and/or Bachelor's degrees in social work or related field.

St Barnabas' staff will target the following population needs of Parkview on the Park's residents:

- Social and health services for seniors with chronic health conditions.
- Social and health services for seniors with Alzheimer's disease and other forms of dementia.
- Social and health services for an aging population experiencing a decline in their ability to perform Activities of Daily Living (ADLs) and Instrumental Activities of Daily Living (IADLs) that could result in their being admitted to nursing homes.
- Social and health services for seniors without family members to assist with their care

Background

SBSS mission is to enable senior citizens to live independently and with dignity. Since 1908, SBSS has served the poor in the heart of Los Angeles. In 1965, SBSS became independent of its founder, the Episcopal Church, and focused its mission on seniors who live within a 15 square mile area of downtown Los Angeles. This target area consists of a very high percentage of low-income residents, and is one of the most ethnically diverse and densely populated areas in the city. SBSS average resident is in his/her mid-70s, living alone, depending on Social Security, with few relatives or friends to assist them. SBSS successfully serves thousands of seniors every year and has contributed to the improvement countless lives.

SBSS is renowned for its ethnically diverse, multilingual staff that includes speakers of Vietnamese, Tagalong, Portuguese and Armenian in addition to the languages noted above. SBSS has contracted to provide social service coordination, case management, and/or money management to residents of several property management firms, including Retirement Housing Foundation, Falkenberg Gilliam, Southern California Presbyterian Homes, Community Housing Management Services, and Portreo Partners, L.P. SBSS has been sought after by these firms because of the agency's solid reputation as well as the highly qualified and culturally diverse staff.

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

All services will be available to residents upon move-in on a voluntary basis. The Residential Service Coordinator and 2 case managers will facilitate and coordinate all services and programs which take place at the Development. Residents will have the chance to help mold their own service plan and select the services and/or programs in which they choose to be involved.

Supportive Services

SBSS general responsibilities as the lead service provider at *Parkview on the Park* will entail hiring an on-site full time RSC (resident service coordinator) and 2 full time case managers that will have significant experience in working with homeless seniors and seniors with substance abuse and/or mental illness populations, providing on-site case management with significant experience in working with MHSA eligible seniors; developing program strategies in collaboration with the RSC (resident service coordinator), working with a network of mental health providers, onsite property management staff, and residents; engaging residents to develop strong relationships while becoming familiar members of the community and providing supportive services on-site as well as off-site at the SBSS located three blocks from the proposed development. The following outlines SBSS primary services for the proposed development:

Case Management, Adult Day Care, Supportive Services

Case management and adult day care are the key services provided by SBSS. Fifty-three (53) employees, including 6 bilingual social workers are the gateway to senior services. The array of services provided include case management, information and referral resources, advocacy, translation, transportation, escorts, congregate meals, home delivered meals, grocery shopping and delivery, supportive services in the home, money management, legal assistance, Alzheimer's day care, adult day health care (ADHC), power of attorney, representative payee, recreation, socialization, adult education, assistance with application for Social Security, Medicare/MediCal, renters' assistance, Low-Income Home Energy Assistance Program (LIHEAP), Emergency Alert Response System (EARS) and other benefits to seniors. In addition to making home visits, staff members are strategically placed in the city at a multi-purpose center, adult day care center, senior cyber cafe, two satellite social work offices, several senior-housing complexes, and six congregate meal sites. Through partnerships with private practitioners, SBSS provides a weekly geriatric medical clinic. SBSS puts on health fairs and is developing a community outreach model for ethnic and low income seniors.

Social and Enrichment Activities

SBSS encourages seniors to participate in a wide range of activities in its center and surrounding community. Some programs and learning opportunities, such as the English class, are staples, while others are added or changed to fit the preferences of residents in particular buildings. Other activities include:

- A library with large font books
- Computers with internet access
- Computer Classes
- Film Making Classes
- Movies
- Exercise Classes
- Music Concerts
- Seasonal Celebrations and Lunches
- Board Games
- Volunteer Opportunities
- Fall Prevention Classes

In-home Medical and Social Services

SBSS partners with Partners in Care Foundation's (PICF) Multipurpose Senior Services Program (MSSP) to provide in-home medical services to residents who would otherwise be certified for nursing home care. PICF nurses and Social Workers visit the home and conduct a health and psychosocial assessment. MSSP can arrange or pay for services such as caregiver respite, transportation, emergency response system, minor home repairs, home safety modification, chore and personal assistance, and home medical equipment. Care managers also provide support and guidance specifically for caregivers and family members who are caring for a frail senior. Recipients of MSSP must have Medical and have physical or cognitive disabilities that qualify them for nursing home placement. To qualify for MSSP, people must be at least 65 years of age, medical recipients with no share of cost, willing to participate in the care plan, allow services to be provided in their homes, and be eligible for placement in a nursing home but wish to remain in their own homes.

Case Management

SBSS case managers will conduct outreach and engagement with all the project's formerly homeless seniors and seniors with substance abuse and/or mental illness. Staff will also carry out an initial needs assessment of each special needs resident. Seniors who are assessed to have significant support service needs and/or who wish to work on a self-directed goal plan will be offered case management services. It is anticipated that the majority of the project's homeless residents will be in need of case management. Case management services will be provided on-site and with additional resources available at off-site locations.

Case management staff will creatively 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. SBSS case managers will utilize programming 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 case manager assists residents in developing life skills, such as housekeeping, shopping, and budgeting and money management. Case 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 network of mental health service providers linked to case managers through the RSC. Case managers work with many bonafide service providers to facilitate resident enrollment in valuable programs to increase self sufficiency and determination.

The following sections describe additional services to be provided through a network of mental health service providers:

Employment and Training Services

Supportive employment services will be available for the special needs residents of *Parkview on the Park* and will include:

- *Pre-Employment Services*
- *Employment Development/ Work Adjustment*
- *Job Development/ Placement Services*
- *Ongoing Support/Career Development*

Linkages to Health Care

Parkview on the Park residents will have access to a variety of mental and physical health programs. Through their single point of responsibility mental health provider.

Support Groups: Staff will also coordinate support and therapeutic groups, which include Narcotics Anonymous, Alcoholics Anonymous, and groups dedicated to emotional, physical, and spiritual wellbeing. Each of these groups will contribute to creating an atmosphere to allow residents to confront their mental health and substance use issues with confidence and support.

Medical Services: Case managers also act as advocates for members by linking them to primary care physicians, securing the government benefits they are entitled to, and arranging transportation as needed.

Services also address the physical health of its members through specific health management offerings, including access & referrals to:

- health screenings
- weight management counseling
- nutrition education
- stress, pain and chronic disease management
- yoga/tai chi
- exercise activities
- medication support

Community-Building Activities

Providers will actively work to promote community integration within *Parkview on the Park*. Community development activities shall include, but not limited to, encouraging residents to participate in community meetings held at *The Parkview*, 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 *Parkview*. LAHP is also connected to a variety of reputable organizations in the area which will additionally allow Parkview residents access to community events, services and facilitate increased integration into the neighborhood fabric. The Parkview 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), AA meetings, computer classes, and neighborhood watch meetings.

Legal and Benefits Advocacy

Parkview residents with special needs will most likely be eligible for a wide range of public benefit programs. Mental health providers and SBSS case managers provide residents with a review of all major entitlement programs during their initial assessments. When it is determined that a resident is eligible for public benefits, the case manager will contact the appropriate agency, prepare an application for assistance as necessary and advocate on behalf of the resident. SBSS case managers will work with mental health providers to ensure they utilize a comprehensive intake and assessment instrument whereby case managers elicit information from residents to help determine their eligibility for the following programs: Medical, Social Security Disability Income, Supplemental Security Income, Social Security, Food Stamps, Workforce Investment Act, and Veteran's Health Care.

Money Management Counseling

Staff will offer Money Management Workshops that bolster self-confidence, as participants work to budget their finances. An important component of the Money Management Workshops is the Work-Stipend Program which gives participants valuable opportunities to work and improve job skills. Upon entering the program,

participants are encouraged by the case managers to obtain a source of income as soon as possible.

Independent Life Skills

Staff will work one-on-one with each member to create an individualized service plan that meets the member's specific mental, physical health and social recovery needs. Tailoring a plan to address needed life skills to bolster the residents self-determination.

Belmont Adult Education

Los Angeles Unified School: Division of Adult and Career Education is an adult and occupational education system whose mission is to provide the diverse population we serve with quality lifelong educational opportunities that will empower each student to contribute to and benefit from an ever-changing society. LAUSD offers classes and services in many locations throughout the City of Los Angeles. Parkview on the Park is located in the Belmont Education and Career Center (Belmont ECC) service target area and Belmont has agreed to provide services to residents of Parkview on the Park (please see MOU and commitment letter attached). Due to LAUSD's established reputation and network of collaborating agencies, Belmont ECC has agreed to provide English as a Second Language (ESL) classes, at no cost to the residents, and is able to provide the following courses to residents of Parkview on the Park, also free of charge:

- Adult Education Programs
- Adult Basic Education
- Adult Secondary Education
- Citizenship Preparation
- English as a Second Language
- Fitness – Yoga, Tai chi, aerobics and more
- Programs for Adults with Disabilities
- Programs for Older Adults

U.S. Department of Veteran Affairs (VA) - Services for Formerly Homeless Veterans

The VA was established July 21, 1930, to consolidate and coordinate government activities affecting war veterans. The VA incorporated the functions of the former U.S. Veterans' Bureau, the Bureau of Pensions of the Interior Department and the National Home for Disabled Volunteer Soldiers. The VA offers a wide array of special programs and initiatives specifically designed to help homeless veterans live as self-sufficiently and independently as possible. It also is the only federal agency that provides substantial hands-on assistance directly to homeless persons. Although limited to veterans and their dependents, the VA's major homeless-specific programs constitute the largest integrated network of homeless treatment and assistance services in the country.

The Resident Service Coordinator will make careful coordination with the VA to facilitate the provision of services to Veteran residents of the Parkview on the Park. Each veteran resident will be assigned a case manager and, as appropriate, an employment counselor.

VA's specialized homeless veteran's treatment programs have grown and developed since they were first authorized in 1987. The programs strive to offer a continuum of services that include:

- aggressive outreach to those veterans living on the streets and in shelters who otherwise would not seek assistance;
- clinical assessment and referral to needed medical treatment for physical and psychiatric disorders, including substance abuse;
- long-term sheltered transitional assistance, case management, and rehabilitation;
- employment assistance and linkage with available income supports;
- Supported permanent housing; and
- Program monitoring and evaluation.

SUPPLEMENTAL SERVICES

The JWCH Clinic will establish a clinic on site at Parkview on the Park, the clinic will offer a variety of services to Parkview residents and local community. JWCH will be provided both clinic space and office space for their on-site personnel. Clinic staffers will work directly with the Resident Services Coordinator and Case Managers regarding services. Staffers will maintain strict confidence with their patients and will not disclose any information that could potentially violate any HIPAA act laws or any other applicable laws. Parkview residents will not be forced to seek health services through JWCH but will be encouraged because of its location and accessibility. All health services provided by JWCH will be provided to Parkview residents free of charge. The following is a list of potential services that may be provided to future Parkview residents.

- Primary Care
- Health education
- Disease management
- Pharmacy and Radiology services
- EKGs
- Specialty referrals
- HIV testing
- Laboratory services

Los Angeles Housing Partnership Food bank:

Food:

Los Angeles Housing Partnership is an agency of the Los Angeles Regional Food bank and, upon completion of the Parkview, will establish a food distribution site at Parkview. Since 2007 LAHP has served over 6,000 families and individuals with free food staples consisting of bags of beans, rice, canned vegetables, meat and fruit and juice. In 2009 has recently added fresh produce to its distribution in order to provide additional nutritious items to those with the largest barriers to fresh food access, LAHP's core population. Residents at the Parkview will benefit from monthly grocery distributions and may also volunteer to help bag and deliver groceries to their peers which can not attend the distribution

Clothing:

Through collaboration with Shelter Partnership LAHP recently added clothing distribution to its food bank program. In 2009 alone LAHP has distributed over \$11,000 dollars worth of clothing to residents and community members in need. Parkview residents will benefit from a monthly clothing distribution and can also take part in a program in which Shelter Partnership donates furniture to formerly homeless residents moving into permanent housing.

Chrysalis

Chrysalis was founded in 1984 as a food and clothing distribution center serving homeless men and women living on the streets of Los Angeles' Skid Row. As the agency grew it became clear that longer-term solutions were needed in order to eradicate poverty and homelessness. Chrysalis developed an effective and nationally recognized program to help homeless people become job ready and ultimately find and retain employment. Today, Chrysalis' philosophy remains the same - a steady job is the single most important step in a person's transition to long-term self-sufficiency.

Over the years, communities throughout Los Angeles County demonstrated the need for our program. In 1994, in partnership with the City of Santa Monica, California, Chrysalis opened the Santa Monica center. In 2001 we opened a facility in Pacoima, San Fernando Valley and most recently an additional downtown facility.

Chrysalis is the only independent nonprofit organization in Los Angeles County exclusively dedicated to assisting homeless and economically disadvantaged men and women to secure and maintain employment. Since 1984, Chrysalis has assisted over 30,000 people on the path toward self-sufficiency at three centers located throughout Los Angeles County where poverty is most pervasive: downtown Los Angeles (Skid Row), Santa Monica, and Pacoima in the San Fernando Valley. Last year alone Chrysalis helped to successfully employ 1,545 individuals – 59% in an outside position and 41% through Chrysalis Enterprises. The average cost of the program is

approximately \$2,300 per resident/year – *a fraction of the cost of similar government-sponsored employment programs*. Historically, 90% of the funds raised go directly to resident services. Current programming helps more than 2,500 individuals each year through employment programs and services. Chrysalis will work with Parkview on the Park residents on a referral basis through their Downtown Facility.

Chrysalis Pre-Employment Program

Job Readiness Services: Residents have access to a wide range of classes and services designed to improve job search skills, self-confidence and employability. Offerings include classes about developing an effective job search strategy, resume writing, interview preparation, basic computer training, and job retention skills.

Job Search Resources: Residents may access phones and fax machines to communicate with potential employers, use a message center to receive phone messages and mail, use computers to prepare resumes and cover letters and utilize a resource room for interview and work attire. Bus tokens to travel to and from interviews are also provided.

Case Management: Residents work closely with an employment specialist to build an employment plan and to begin to pursue long-term and short-term goals. Referrals to child care, housing and healthcare services are provided as needed

Chrysalis Employment Program

Chrysalis Staffing: Chrysalis operates a full-service staffing agency which, in partnership with the private sector, offers individuals who need work experience the opportunity to re-enter the job market through temporary and temp-to-hire work assignments.

Chrysalis Works: Chrysalis' professional street-maintenance service employs residents in apprenticeships to give them an opportunity to develop marketable skills and work experience.

Individualized Job Search: Chrysalis provides guidance with resume preparation, cover letters, interview practice, and motivation for residents wishing to pursue a job search independently.

Chrysalis Post-Employment Program

Job Retention: A case management-based model that provides ongoing individual and group counseling. Residents also participate in workshops about work and personal development issues that may affect their ability to remain employed. Referrals for housing, child care, etc. are provided as needed.

Support Groups: Led by a marriage and family therapist, Chrysalis' support groups provide a support system that allows residents to connect with others facing similar challenges. Topics covered include Anger Management, Relapse Prevention, Employment Support and Women's Support.

Women's Group: These programs provide life skill workshops, mentoring and other services to meet the unique needs of women as they transition from homelessness to self-sufficiency.

OTHER SERVICES

The Resident Services Coordinator, case managers, SBSS and the network of mental health providers will work with a variety of community service and program partners to provide additional services to the residents at The Parkview on the Park. As these relationships are developed formal Memorandum of Understanding documents outlining specific responsibilities and commitments will be written and signed.

- **Describe how you will assess the supportive housing needs of each resident.**

Intake:

The LAHP Director of Resident Services, Resident 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 Parkview on the Park as well as assessed to determine their specific needs. Based on initial intake interviews, a resident's general service need would be determined and Case management will then be assigned to each resident and an individualized service plan will be created. Supportive service staff will work with the network of mental health providers and the LA County Department of Mental health to ensure residents receive all needed services and programs. With resident's consent, the service staff will also obtain copies of the resident's service coordination plans which will be stored in secured resident files and updated as needed. 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.

Assessment:

SBSS 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, eligibility for services, etc. Because of the number of units in Parkview most comprehensive assessments will be conducted in a private office by a Case Manager. However, if appropriate, 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.

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 asked to actively participate in the creation of the individualized service plan in an effort to ensure the plan reflects the residents own values and preferences to the greatest extent possible. The plan 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:

Case managers 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 individualized service plan and on-going reassessments 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. Resident service staff 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 program goals, staff may amend a resident's Individual services plan to better assist the resident. During monthly progress meetings service 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 from resident managers.

Service staff will additionally help in the formation of a resident council which will provide feedback on building issues during monthly meetings. To strengthen and promote a sense of community, as well as civic engagement among residents, the Parkview will hold monthly resident meetings and develop a Parkview Resident Council. The meetings will inform residents of services, activities, community events they may be apart of and allow for grievances to be aired, the meeting will be overseen by a coordinated effort of residents' Service Providers, LAHP and property management. Feedback is important and at Parkview residents will be empowered to give their input on issues and concerns which will then be reviewed by service providers and managements and implemented if appropriate.

The RSC and case managers are very experienced in using outcome measures and evaluation processes to serve its residents as well as to meet the tracking needs of its funders. Support staff will be responsible for the collection and tracking of outcomes and service utilization data resulting from the services provided to the residents of Parkview on the Park who were formerly homeless, have mental illness and/or substance abuse. Supportive service staff will be responsible for collecting, tracking, and analyzing current data related to individuals' living, work, education, finance and social goals to ensure effectiveness of assistance given to individuals and accountability to funding sources.

Example of data to be collected are but not limited to the following:

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 (e.g., mental health urgent care centers.)

The data sets are combined with initial assessments to form a basis for the evaluation of resident progress relating to their service plan. Plans will be updated on a monthly basis, however whenever the resident experiences a change in any of these areas, staff people complete an update form and enter it into the database.

This method maintains two major advantages: First, management and clinical staff have instant access to up-to-the-moment information regarding the status of the residents in their programs. Second, it becomes possible to track the number of episodes and days members spend in a particular status much more easily.

USING THE DATA TO EVALUATE SERVICE OUTCOMES AND THE PROGRAM

LAHP will adhere to the data collection and reporting requirements specified by the State and LACDMH.

Outcome Objectives:

The overriding objectives of the social service program at The Parkview on the Park are to assist residents in: (1) maintaining stable housing and (2) achieving their own self-determined life goals". Although broad, the objectives work to address the issues of independent living, homelessness, mental illness and substance abuse.

Quantitative Outcome Objectives

The following outcome objectives will be established and tracked on a monthly basis for senior residents:

- Support service staff will conduct outreach to and engagement with 100% of the residents living in The Parkview on the Park.
- 100% of residents who have not paid rent on time, or who have been formally notified regarding any other lease violation, will be offered supportive services; 60% of those who engage in services will establish a written plan that remedies late payment of rent and/ or lease violation; 80% of those who develop a plan will remain in housing for at least 90 days without being evicted.
- 85% of residents will remain in housing for one year.
- 80% of participants who enter without any income will establish income from employment and/or public assistance for which they are eligible within six months of enrollment.

The following outcome objectives will apply to all homeless residents and/or residents receiving services for mental illness and/or substance abuse. Staff will track progress on these objectives on a monthly basis:

- 50% of previously homeless residents will participate in an organized educational, skill-building activity each month. 75% of the residents will participate over the course of a year.
- 15% of the previously homeless residents will be successful in obtaining or maintaining employment during each year.
- Within 90 days of engaging in services, 70% of previously homeless residents will develop an individualized service plan, which establishes goals and objectives and identifies activities leading to their accomplishment.
- 85% of crises will be resolved without recourse to involuntary services or loss of housing for residents.
- 65% of all previously homeless residents will participate in group and/or community activities.
- LAHP's objective is for all residents to remain permanently housed. Although, some residents will chose to leave on their own. LAHP's goal is that 50% of the formerly homeless residents will move to another stable housing situation.

The following sets of objectives will apply to the chronic formerly homeless residents..

- *Housing Stability.* 50% of the initial residents admitted into Parkview on the Park will maintain their tenancies in good standing and continue to reside there for at least twelve months.

- 50% of all residents will not receive more than one lease terms violation notice during their initial six months of tenancy.
- *Increased Skills and/or Income.* 50% of residents who receive General Relief benefits, and are eligible for Supplemental Security Income (SSI) benefits, will open applications with the Social Security Administration within three months of initial occupancy.
- *Greater Self-determination.* 50% of all residents entering with substance abuse histories will pay their rent in full and on time in three of six months.
- **Specify how the supportive services plan promotes wellness, recovery and resiliency.**

Parkview on the Park was designed to emphasize the philosophy for the provision of supportive services that fully support housing stability, recovery, resiliency, and wellness. 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 clearly 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 Service Coordinator and 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 elderly of homeless individuals that are living with mental illnesses and co-occurring disorders, through 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, Parkview will offer residents life-skills training as noted above, along with communication skills training, anger management and conflict resolution, and other skill building activities on a need basis. The on-site Resident Service Coordinator and Case Managers will be easily accessible to residents, since their offices will be located on the first floor of the development as well as having functional counseling rooms on every

floor. 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 in Parkview's expansive social service spaces and in the general community. Residents will be able to participate in neighborhood cleanups, be invited to attend concerts during the summer concert season in MacArthur Park 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). Additionally residents will be able to access the full range of services and socializing activities at the St. Barnabas Senior Center located less than a mile away. The center will provide free door to door shuttle service for any Parkview residents interested in taking part in the myriad of services, classes and activities that take place there.

Residents in the Parkview 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, Concerts in MacArthur Park, community clean-up, 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.

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

The provision of services at the Parkview will take place by a coordinated effort through all parties; 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 can not account for every single occurrence imaginable however, with solid foundation and flexibility our service providers, Resident Service Coordinator and property management staff are afforded the ability to adapt and deal with any situation that may come up.

Director of Resident Services (Los Angeles Housing Partnership)

The Director is responsible for oversight of all service programs, providing guidance for service delivery, and supervising on-site Resident Service Coordinator (RSC) and case managers. At The Parkview on the Park, the Director of Resident Services will work with the on-site RSC and partnering agencies to design and implement the service programs, troubleshoot problems, advocate and act as a liaison for residents with service agencies and building management, and develop relationships with community

organizations, with the over-all goal of maintaining a cooperative network. This is a full-time position, located at the Parkview.

Resident Services Coordinator (RSC- Full Time)

Resident Services Coordinator oversees development and coordination of the Resident Services Program and works with LAHP staff during the predevelopment and construction phase of the development to conceptualize the potential services and program facility needs. The Coordinator also works with the service providers to make sure their facility needs are met. The Resident Services Coordinator monitors and coordinates all services and programs at *Parkview on the Park*.

At *Parkview on the Park*, 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 of service staff and works 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.

The on-site Resident Service Coordinator, or his/her designee, will be available Monday through Friday from 8:00 a.m. to 5:00 p.m. For emergencies, LACDMH will have access to the on-site Resident Service Coordinator, or his/her designee, 24/7, 365 days per year, via cell phone. The RSC will establish an office with a telephone and answering service to conduct usual day-to-day business. The office will be staffed Monday through Friday from 8:00 a.m. to 5:00 p.m. All general program records will be maintained by the Service Coordinator and available LACDMH review. Resident charts will be maintained by Case Managers.

In addition to overall program coordination, the RSC, as a full-time staff person, will provide the following to residents, including but not limited to:

- Conducting initial resident orientation to ensure each new resident receives an assessment from their case manager to determine their interest in and need for on-site services.
- Working with site staff, residents, and service providers to identify resident service needs
- Providing general and service information to residents (excluding case management, which will be the responsibility of the partner agencies).
- Coordinating of on-site recreational, social and community-building activities, art classes; support groups; and educational opportunities such as computer classes in the high tech room, speakers, etc.
- Conducting assertive resident engagement to encourage participation in services.

- Serving as liaison to LAHP's Director of Resident Services, and oversee the case managers who work with the residents.
- Providing guidance and feedback to the case managers to maximize effectiveness of the program
- Maintaining statistics on attendance and participation in activities and assess and provide resources for ongoing staff training
- Maintaining relationships with the immediate and broader community
- Staying abreast of current programs and resources
- Carrying out goals and directions as approved by LAHP

ST. BARNABAS SENIOR CENTER (SBSS) CASE MANAGEMENT AND ADJUNCT STAFF (2 FULL TIME CASE MANAGERS)

SBSS will work under contract to Los Angeles Housing Partnership, Inc., to deliver case management and social service coordination to residents of *Parkview on the Park*. Under the employment of SBSS and the supervision of the Director of Social Services at SBSS, the two bilingual case managers will have an office at Parkview on the Park and coordinate an array of services to meet the needs of all residents in the apartment complex. Services will include comprehensive assessment, developing and implementing resident's goal plans, coordinating services, problem solving, crisis intervention and service referrals. individual care planning, crisis intervention, advocacy, coordination of resources and services from SBSS its partners, and other community sources, and monitoring delivery of services by all partners to insure consistent, reliable quality services for seniors They also are responsible for developing systems for collecting and tracking resident's data as needed to satisfy funding requirements and to generate outcome data for the purpose of program evaluation.. Case managers will concentrate on active and early intervention and prevention, as well as harm reduction to facilitate the resident's growth while keeping them in housing. Special needs residents will have priority for services at the SBSS Adult Day Care Center, which will be coordinated by the case managers assigned to Parkview. When Social Workers with other language skills are required, they will be provided by St. Barnabas on an as-needed basis to assist the assigned case manager. The case managers will work closely with the resident manager in the delivery of services and management of resident needs, while respecting the confidentiality of the residents. The resident manager is an employee of the property management company. Whenever there is contact with police regarding a resident, the case managers will be the first point of contact instead of the resident manager, whenever possible. The resident service coordinator will establish this simple understanding with the Los Angeles Police Department so they know to seek case managers (or the service coordinator) instead of going first to the building's manager. This allows the issue to be handled in the most effective and efficient way to protect the resident's dignity.

In coordination with the resident manager, the case managers will engage residents in arts and crafts projects, health and fitness activities, social events, educational activities and projects that take advantage of the on-site computer lab. Experience has taught

SBSS that seniors become isolated, and that it takes innovative engagement strategies to increase the chances they will participate actively and frequently. Social engagement promotes healthy aging, can minimize or prevent problems and create a social safety net when people have crises.

Volunteers, interns and participants in the Senior Companion and Senior Community Services Employment Program will play a vital role in the engagement plan. SBSS will recruit members of SCSEP and Senior Companions to supplement the services of the case manager, who will work under supervision of the case manager. SBSS staff will be supported administratively by the management staff of SBSS. SBSS staff at Parkview and the Director of Social Services of St. Barnabas will participate in regular Resident Care Meetings with, the network of mental health providers, LAHP and the on-site property manager.

Case Managers will assist with:

- Translation
- Counseling Seniors and their Family Caregivers
- Home Delivered Meals
- Legal Assistance
- Money Management
- Finding Medical and In-Home Services
- Social Security Representative Payee
- Forms Completion
- Renter's Assistance
- Reassurance Calls
- Power of Attorney
- Universal Lifeline Telephone Service (ULTS) Telephone
- The Low Income Home Energy Assistance Program (LIHEAP)
- Emergency Alert Response System (EARS)
- Metro Passes and support / instruction to use public transportation
- City Ride same as above
- Transition to: Adult Day Health Care Board and Care Assisted Living Nursing Home (if needed)
- End of life and Mortuary Arrangements

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.

Coordination of Services meetings between SBSS, the network of service providers LAHP, and the property management company (Brackenhoff Management Group) will also ensure that staff is ready to handle any resident crises immediately in order to prevent the loss of housing. Further, housing and 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. However 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 case managers and other authorized personal under the HIPAA act.

On a bi-monthly basis, Service staff will review a summary report on resident's outcomes and evaluate how well they are addressing the needs of each individual resident living at Parkview. The Resident Service Coordinator and Case Managers at Parkview will also meet on a bi-weekly 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 Individual Action Plans 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. A review of evaluation measures are found later in this section.

ON-SITE PROPERTY MANAGER (BRACKENHOFF MANAGEMENT GROUP- 1 FULL TIME MANAGER WHICH WILL ALSO RESIDE ON-SITE)

Brackenhoff Management Group is a California Tax Credit Allocation Committee (CTCAC) approved 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 Parkview on the Park. The manager will additionally be involved in the coordination of all activities on-site and will work closely with 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.

Staff will be trained to remain calm and levelheaded during any emergency. Staff should strive to conduct themselves in a professional manner throughout the emergency to avoid escalating any incidents. Staff shall call Police, Fire Department, or for an ambulance and medical personnel whenever the situation requires it. Staff will always contact the building manager and the Resident Service Coordinator immediately whenever the Police or the Fire Department is called to or respond to incidents in the building, when warranted the RSC will contact the SFPR and inform of any incident requiring their support. Staff shall immediately report any injury sustained by any person on the premises to the building manager and/or other designated personnel.

Staff will log all events and complete Incident Reports. Reports documenting incidents of injury to any person on the premises will be immediately reported to the building manager and RSC.

LAHP will emphasize the importance of emergency preparedness by site staff. Mandatory trainings and unannounced drills in this area should occur to test how well staff is prepared to respond to emergencies (e.g., fire, earthquake, trespass, criminal activity on site), and to determine the need for additional staff training and/or emergency procedures. Additional clear emergency and evacuation plans will be tailored to Parkview and will be gone in over in great detail with residents. Residents will be required to participate in drills in order to prepare them in case of emergency.

FULL TIME SECURITY GUARD

LAHP will contract with a reputable agency to provide round the clock security for Parkview on the Park. LAHP will involve the security guard as needed for building coordination meetings. The guard will work closely with the LAPD to make sure the development retains a safe and healthy atmosphere for the residents.

- **Describe the frequency of contacts (both formal and informal) between supportive services staff and MHSA residents.**

The on-site Resident Service Coordinator and Case Managers will be working in conjunction with the residents on an ongoing basis, which include regular bi-weekly meetings. These meetings will seek to resolve any resident's issues, evaluate service plans and outcomes.

To promote independence and to facilitate residents' re-entrance into society, programs emphasize ownership and accountability at every level including one-on-one meetings with on-site service staff. Transportation will be provided for all those who have disabilities and require door-to-door transportation. Residents can easily request transportation through their Case Manager or property management. All necessary emergency and service contact numbers will be provided for residents during their orientation and will also be posted in common areas.

Supportive services staff will be on site Monday through Friday from 8:00 a.m. to 5:00 p.m. and will make daily efforts to engage in resident services. On-site staff will make every effort to have contact with each resident as often as possible, even if they are not actively engaged in services. This will occur as a result of just being on site and attending various meetings and activities. All engagement activities will be recorded in the residents' charts. The on-site Service Coordinator will work closely with the SBSS and other qualified mental health agencies to assess and improve access to services.

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

1. Services available on-site at Parkview on the Park

Parkview on the Park features over 8,000 sq ft of social service space with multipurpose rooms on every floor, a library, fitness room, counseling rooms, office space for service providers, clinic space and community rooms.

- A. St. Barnabas
 - i. Adult Education
 - ii. Case Management
 - iii. Benefits Assistance
 - iv. Community building/Socialization (off-site activities such as trips will also take place but will begin on-site)
 - v. Assessment
 - vi. Home-delivered meals
 - vii. Recreation
 - viii. Legal Assistance
 - ix. Legal Benefits
 - x. Life Skills
 - xi. Money Management
 - xii. Nutrition
 - xiii. Payee Representation
 - xiv. Transportation (SBSC van)
 - xv. Translation
- B. Belmont Adult School
 - i. Adult Education
 - ii. Computer classes
 - iii. Fitness (yoga, stretching and aerobics)
 - iv. Group activities
- C. JWCH
 - i. Medical Services
- D. LAHP
 - i. Food bank
 - ii. Clothing Distribution (in conjunction with Shelter Partnership)
- 2. Off-site Services
 - A. SBSS is located less than a mile away from Parkview on the Park and SBSC vans will transport all residents door to door for no fee.
 - i. Congregate meals
 - ii. ESL classes
 - iii. Group Activities
 - iv. Computer classes and movie making
 - B. APCTC
 - i. Substance Abuse treatment
 - C. Veterans Administration

- i. Veteran Services
 - D. Chrysalis
 - i. Employment and Job training services
 - E. Pacific Asian Consortium for Employment
 - i. Employment and Job training
 - ii. Work source Center
 - iii. On-site workshops
 - iv. Money management
 - v. Small business training
 - F. LAUSD Adult schools
 - i. Vocational training
 - ii. Employment training
 - iii. Adult Education
- 3. Community Linkages
 - A. Los Angeles Housing Partnership has strong partnerships with local community organizations, schools, and public organizations.
 - B. Residents will be offered opportunities to participate in a myriad of services and programs provided throughout the Westlake community, for example volunteer opportunities will be offered during the MacArthur Park concerts series (located across the street), residents can participate in the Prometora program through Central City neighborhood partners which reaches out to community residents to discuss the importance of health and educational resources in the community, residents can participate in neighborhood cleanups, participate in the local community garden project at MacArthur Park and more.
 - C. Additionally residents be able to access other community resources such as the local Work-source center, the Metro Skills Center, Asian Pacific Counseling and Treatment Center, SBSS and Legal Aid foundation all within less than a mile.
 - D. Transport will be arranged by case mangers when necessary but Parkview is ideally situated within walking distance of many major community amenities.
 - E. Employment and Vocational training will be available to residents at the Los Angeles Metro Skills Center located less than a mile away.
 - F. The PACE Worksource center is located less than a mile from Parkview and offers many valuable employment and job retention programs.
- **Explain your approach to providing supportive services to the MHSA Housing Program target population while addressing the specific needs and issues associated with the target population and protecting residents privacy.**

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 economically and socially. Also by creating an atmosphere of self-determination staff

are able to ignite the hope for recovery while supporting residents to 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. These philosophies work together to support the resident in achieving and retaining permanent housing status while working forward in one's person journey of mental health recovery. By encouraging residents to take part in the development of their own Action Plans, attend peer support activities, and address personal barriers to their illness, they can take steps toward wellness, enhanced community integration, and self-efficacy.

Parkview on the Park will provide an ideal opportunity for seniors who are mentally ill, chronically homeless, homeless, or who have very low incomes to take a back control of their own lives. Residents of *Parkview on the Park* 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 seniors. Services will be offered through a coordinated effort among the owner, property management staff, on-site social service staff, 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. Parkview on the Park staff are dedicated to maintaining a privacy and confidentiality protocol consistent with professional standards for social work and psychology and in full compliance with HIPAA. As a policy, the Residential Service Coordinator and 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.

SELF-DETERMINATION AND INDEPENDENCE

- **Specify how the supportive services plan will assist residents in working towards self-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 seeks to engage program participants in developing their own Individual Action Plans. The social service model that LAHP has developed makes it the resident's responsibility assisting to shape

and implement an appropriate Individual Action Plan. 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 Parkview on the Park. 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 action plans. 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, paying bills on time, etc), 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.

- **Discuss the specific community services/linkages that will be available to the residents to assist them in achieving independence (e.g. employment, budgeting, financial training, educational and employment opportunities, and maintaining benefits).**

Parkview on the Park will offer residents a diverse array of services located both on and off-site. These programs offer direct linkages to community services that focus on the creation of independence for the resident. All residents will be offered and encouraged to complete on-site independent living skills training through concerted effort with case managers and service staff. Services include shopping, budgeting, money management, meal planning, nutrition, housekeeping, laundry, public transport, community space use, personal relations, resident responsibilities, personal safety, substance abuse and recovery, accessing emergency services, education on social issues like domestic violence, legal rights in apartment searches, and health.

LAHP has formed strong partnerships with PACE which provides Interview/resume writing workshops, pre-employment preparation, basic skills training in reading, math and fundamental computer skills, work-based training, voucher training, individual case management and career counseling, supportive services including childcare and transportation, and job placement services. PACE will work with residents and their

case managers to identify weaknesses, strengths and prepare residents for employment. LAHP has also created a relationship with the Metro Skills Center; residents will have access to a variety of vocational classes. Specific skills gained in vocational training often directly correlate with ones ability to be employed. Support staff will additionally hold employment support groups at Parkview in order to offer residents a forum for feedback and support.

- **Describe any peer facilitated groups or self help programs that will be included in your plan. Please provide an explanation if these groups or programs will not be part of your plan.**

To strengthen and promote a sense of community, as well as civic engagement among residents, the Parkview will hold monthly resident meetings and develop a Parkview Resident Council. The meetings will inform residents of services, activities and community events they may be apart of, the meeting will be overseen by a coordinated effort of Service Providers, LAHP and property management. However residents will physically proceed of the meeting in style similar to that employed in Los Angeles neighborhood councils. General concerns and issues can be expressed in the meeting, but individual concerns or issues will go directly to the Resident Service Coordinator.

Residents in the Parkview 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, Concerts in MacArthur Park, community clean-up, 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. Feedback is important and at Parkview residents will be empowered to give their input on issues and concerns which will then be reviewed by service providers and managements and implemented if appropriate.

HOUSING STABILITY

- **Identify specific services and efforts that you will employ to promote housing stability and retention.**

Achieving independence and maintaining housing are the top priorities of service staff at Parkview on the Park. 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. In addition, the 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. Parkview 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 Residential Service Coordinator and case managers will work with residents, as part of the development of the Resident Action Plan and ongoing service provision, to help residents understand their rights and responsibilities and provide assistance in abiding by the lease, house rules and paying rent and other bills on time. Legal Aid and Housing Rights Center will provide workshops and legal assistance, if necessary, in the area of residents rights and responsibilities.

With the express permission of each resident, copies of all notices that have tenancy repercussions will be given to the site RSC and 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 have the most direct contact with resident so there communication to service staff of any activities 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.

- **Explain how the services provided will assist residents to remain in their housing.**

The LAHP Director of Resident Services, Resident 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 Parkview on the Park, 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 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 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 Service Coordinators will be advised of the Notices. Throughout these three (3) days, Residential 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, 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.

With the express permission of each resident, copies of all notices that have tenancy repercussions will be given to the site RSC and 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 have the most direct contact with resident so there communication to service staff of any activities 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.

ENGAGING RESIDENTS IN SUPPORTIVE SERVICES AND COMMUNITY LIFE

Explain the strategies you will employ to do the following:

- engage residents in supportive services

The LAHP Director of Resident Services, Resident Service Coordinator, property manager and 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 Parkview on the Park 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 then be assigned to each resident and an individualized service plan will be created. The resident will be given the opportunity to create the individualized service plan in concert with their 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 plans which will be stored in secured resident's files and updated as needed. 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 newsletter, announcements, workshops and guest speakers at community meetings, and resident 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 for example; the RSC, case managers and property management will make 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 homeless 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.

- **assist residents in developing a sense of community within the housing project**

To strengthen and promote a sense of community, as well as engagement among residents, the Parkview will hold monthly resident meetings and develop a Parkview Resident Council. The meetings will inform residents of services, activities and community events they may be apart of, the meeting will be overseen by a coordinated effort of Service Providers, LAHP and property management. General concerns and issues can be expressed in the meeting, but individual concerns or issues will go directly to the Resident Service Coordinator. Residents in the Parkview 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. Some of the community activities available to residents will include cooking classes, bingo, movie nights, art workshops, support groups, Nintendo Wii games, board games, monthly birthday parties, holiday events, Resident Appreciation Day, Concerts in MacArthur Park, community clean-up and more. 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. Feedback is important and at Parkview residents will be empowered to give their input on issues and concerns which will then be reviewed by service providers and managements and implemented if appropriate.

Staff will focus on the creation of a single Parkview on the Park community through communal activities and direct engagement. Residents will be rewarded for their participation in community activities by special events such as parties, gift cards, dances, and more.

- **assist residents in re-integrating back into the larger community**

Case management staff will creatively 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. Parkview 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 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. Case managers work with many bonafide 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 in Parkview's expansive social service spaces and in the general community. Residents will be able to participate in neighborhood cleanups, be invited to attend concerts during the summer concert season in MacArthur Park and attend local neighborhood council meetings. The Parkview 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), computer access, and neighborhood watch meetings, however there will be great emphasis placed on residents leaving 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 the St. Barnabas Senior Center located less than a mile away. The center will provide free door to door shuttle service for any Parkview residents interested in taking part in the myriad of services, classes and activities that take place there.

COMMUNICATION

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

The provision of services at the Parkview will take place by a coordinated effort through all parties; 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 can not account for every single occurrence imaginable however, with solid foundation and flexibility our service providers, Resident Service Coordinator and property management staff are afforded the ability to adapt and deal with any situation that may come up.

The LAHP Resident Service Director is responsible for oversight of all service programs, providing guidance for service delivery, and supervising on-site Resident Service Coordinator (RSC) and case managers. 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 Parkview (residents, service providers, property management staff, etc.) Additionally in the case of an emergency the RSC will be available 24 hours a day and equipped with the LACDMH 24/7 Access Center. 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.

Each case manager is a full time onsite employee. The case manager is responsible for providing case management services to all residents. A major focus of the 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, case managers, 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 *Parkview on the Park*.

Coordination of Services meetings between SBSS, the network of mental health providers LAHP, and the property management company (Brackenhoff Management Group) will also ensure that staff is ready to handle any resident crises immediately in order to prevent the loss of housing. Further, housing and 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. However 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 case managers 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 Parkview. The Resident Service Coordinator and Case Managers at Parkview 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 Individual Action Plans 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. A review of evaluation measures are found later in this section.

Brackenhoff Management Group is a TCAC approved 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 Parkview on the Park. The manager will additionally be involved in the coordination of all activities on-site and will work closely with 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 buddy's in need of assistance during an emergency and trained on basic emergency procedures and life saving practices.

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

Application Process

Completed applications will be processed by random lottery.

Income Verification. The Agent will send “third-party income verification” forms to the prospective residents’ employers or income providers. If a prospective resident is self-employed, the applicant him/herself will complete the form and must provide a signed affidavit and a tax return.

Interview. The Agent shall interview each prospective resident. This interview shall be assisted by the applicants Single Fixed Point of Responsibility.

Employment. The Agent shall verify any employment and income information given by the prospective residents.

Credit. The Agent shall request a credit check of the prospective resident through a reputable credit agency and shall personally check with one or more of the resident’s previous landlords about past rental payment history.

Housekeeping. The Agent shall check with one or more of the prospective resident’s previous landlords to determine his/her ability to maintain an apartment in good condition and to abide by building rules. For formerly homeless residents, an interview will be conducted to complete a similar assessment.

Other. If necessary, the Agent shall check other references and perform additional screening of prospective residents.

The Agent may disapprove the prospective resident's lease application only if any of the following conditions apply:

Applications may be rejected for any of the following reasons:

1. Blatant disrespect, disruptive or anti-social behavior toward management, the property, or other residents, exhibited by an applicant any time prior to move-in, or during interview. This must be documented.
2. A negative landlord or other reference, encompassing failure to comply with the lease, poor payment history, or eviction for cause.
3. Negative credit report.
4. Felony conviction.
5. Falsification of any information on the housing application.
6. Income exceeding the area median income based upon income limits established at the property.
7. The submission of an incomplete application and supporting documents such as required references from the applicant's case manager, physician, or social worker necessary to determine if that applicant meets resident-selection criteria and program regulatory requirements.
8. Personal History Concerns such as:
 - A. A history of violent or abusive behavior (physical or verbal), in which the applicant was determined to be the offender.
 - B. Current use of illegal drugs.
 - C. Applicant is subject to lifetime registration requirements under any State sex offender program.
9. Other good cause, including, but not limited to, failure to meet any of the resident selection criteria in this document.

Waiting List. Procedures will be followed to assure waiting list is current and identifies applicants by income and special needs category. Such procedures shall include the following:

- d) One master list shall be kept with designation for each income, unit size, and special needs eligibility requested.
- e) The waiting list will be maintained and updated constantly. Applicants on the waiting list must indicate their desire to remain on list at least once a year.
- f) A postcard will be sent to all applicants annually requesting their desire to stay on waiting list.

Accepted Applications. Those applicants who are selected for occupancy shall have the opportunity to inspect the unit to be rented, sign an inspection form and a rental agreement, and pay the security deposit. All selected residents will be

required to attend an orientation session. Residents will be informed that continued income eligibility and annual income recertification will be required as a condition of occupancy. The orientation session will also outline the Agent's management practices and guidelines. House Rules will be made available to each of the residents and reviewed at the orientation session.

Rejected Applications.

Those applicants not selected for occupancy shall be provided written notification stating the reason(s). Rejected applicants will be given 10 days to appeal the decision in writing. Appeals will be addressed by the property management company.

Applicants will also be informed of their option to appeal a rejection, and to request a reasonable accommodation. In addition, with the approval of the applicant, the referring Case Manager will be given an opportunity to appeal any application denial based on information obtained from criminal record and landlord checks. However, all applicants will have to demonstrate that they meet program requirements.

Any applicant who provides altered information and/or deliberate misinformation regarding his/her income, current status, or past history, will be disqualified. Some history of unemployment, alcoholism, drug addiction, imprisonment, etc., will not disqualify an applicant from becoming a resident. The fact that people have had problems in the past is less important than what they are doing about them in the present, and their characteristics indicating whether or not they will be good residents/neighbors. There shall be no discrimination based on race/color, religion, age, national origin/ancestry, gender, sexual orientation, mental or physical disability, medical conditions, or familial status.

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

Los Angeles Housing Partnership will follow and comply with the MHSA Housing Program Resident Referral and Certification Process as defined by LACDMH.

To ensure equal access and equal opportunity to all, no one will be denied the opportunity to apply for housing at the Parkview Apartments. However, successful applicants must meet eligibility criteria as defined by MHSA, LACDMH, LAHD, TCAC and Los Angeles Housing Partnership. All applications will be stamped and dated as they are received and eligible applicants will be placed into a lottery. Special needs eligibility includes an age requirement as well as documentation verifying the resident falls into one of the following categories:

- e) Senior with mental illness and/or substance abuse
- f) Homeless Senior Veteran with mental illness and/or substance abuse

- g) Homeless Senior with mental illness and/or substance abuse
- h) Senior with chronic health condition(s) with mental illness and/or substance abuse
- i) Senior with Alzheimer's disease and/or other form of dementia

Parkview on the Park will rely on referrals from well established mental health service providers, public agencies and other organizations to lease-up MHSA units. These referral sources include but are not limited too: Los Angeles County Department of Mental Health, U.S. Department of Veteran Affairs, Housing Authority City of Los Angeles, Community Redevelopment Agency of Los Angeles, St. Barnabas Senior Center, PORTALS, Los Angeles Housing Department, Downtown Drop-in Center, Union Rescue Mission, Los Angeles Mission, Midnight Mission, Homeless Outreach Program, Salvation Army, The Weingart Center and, PATH.

The resident-selection process will involve multiple parties working in close coordination facilitated by Los Angeles Housing Partnership, who will all be in agreement prior to occupancy:

The provision of services at the Parkview will take place by a coordinated effort through all parties; 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 can not account for every single occurrence imaginable however, with solid foundation and flexibility our service providers, Resident Service Coordinator and property management staff are afforded the ability to adapt and deal with any situation that may come up.

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

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 Parkview. The Resident Service Coordinator and Case Managers at Parkview will also meet on a bi-weekly basis to review resident progress on a case-by-case basis. Depending on resident progress in achieving the defined goals outlined in their Individual Action Plans 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, service staff, the RSC and LAHP's Director of Resident Services will also meet every quarter to discuss building operation, resident outcomes, staffing issues and facilitate team building activities. Service staff, the RSC and property management staff will also attend resident meeting which will offer additional informal opportunities to meeting and communicate issues taking place in the building.

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

Service Coordination

Director of Resident Services (Los Angeles Housing Partnership)

The Director is responsible for oversight of all service programs, providing guidance for service delivery, and supervising on-site Resident Service Coordinator (RSC) and case managers. At The Parkview on the Park, the Director of Resident Services will work with the on-site RSC and partnering agencies to design and implement the service programs, troubleshoot problems, advocate and act as a liaison for residents with service agencies and building management, and develop relationships with community organizations, with the over-all goal of maintaining a cooperative network. This is a full-time position for Los Angeles Housing Partnership.

Resident Services Coordinator (RSC)

Resident Services Coordinator oversees development and coordination of the Resident Services Program and works with LAHP staff during the predevelopment and construction phase of the development to conceptualize the potential services and program facility needs. The Coordinator also works with the service providers to make sure their facility needs are met. The Resident Services Coordinator monitors and coordinates all services and programs at *Parkview on the Park*.

At *Parkview on the Park*, 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.

The on-site Resident Service Coordinator, or his/her designee, will be available Monday through Friday from 8:00 a.m. to 5:00 p.m. For emergencies, residents will have access to the on-site Resident Service Coordinator, or his/her designee, 24/7, 365 days per year, via cell phone. The RSC will establish an office with a telephone and answering service to conduct usual day-to-day business. The office will be staffed Monday through Friday from 8:00 a.m. to 5:00 p.m. All general program records will be maintained by the RSC and available LACDMH review. Resident charts will be maintained by Case Managers.

In addition to overall program coordination, the RSC, as a full-time staff person, will provide the following to residents, including but not limited to:

- Conducting initial resident orientation to ensure each new resident receives an assessment from case management to determine their interest in and need for on-site services.
- Working with site staff, residents, and service providers to identify resident service needs
- Providing general and service information to residents (excluding case management, which will be the responsibility of the partner agencies).
- Coordinating of on-site recreational, social and community-building activities, art classes; support groups; and educational opportunities such as computer classes in the high tech room, speakers, etc.
- Conducting assertive resident engagement to encourage participation in services.
- Serving as liaison to LAHP's Director of Resident Services, and oversee the case managers who work with the residents.
- Providing guidance and feedback to the case managers to maximize effectiveness of the program
- Maintaining statistics on attendance and participation in activities and assess and provide resources for ongoing staff training
- Maintaining relationships with the immediate and broader community
- Staying abreast of current programs and resources
- Carrying out goals and directions as approved by LAHP
- Providing conflict resolution training for staff and residents
- Addressing concerns of residents in conjunction with case managers
- Resolving conflicts between property management and service staff

BUDGET

Attached

D.5 Supportive Services Chart

Attachment F, Supportive Services Chart, of this application package contains a Supportive Services Chart. This Supportive Services Chart must list all services that will be provided to residents of the MHSA Housing Program units, including any in-kind services essential to the success of the Supportive Services Plan.

Please complete this chart and include it as Item D.5 in your response.

SUPPORTIVE SERVICES CHART

List all services to be provided to tenants of the MHSA Housing Program units, including any in-kind services essential to the success of your Supportive Services Plan. Feel free to add additional lines to the Supportive Services Chart table as needed.

Supportive Service	Target Population	Service Provider(s)	Service Location
List each service separately (e.g. case management, mental health services, substance abuse services, etc.)	Name the target population(s) that will be receiving the Supportive Service listed.		Indicate where the service is to be provided -- on-site or off-site. For off-site services, indicate the means by which residents will access the service.
Computer classes	Seniors w/ Mental Illnesses	Belmont Adult School SBSS	On-site
Adult Education	Seniors w/ Mental Illnesses	St. Barnabas Senior Services(SBSS) Network of Mental Health Providers Belmont Adult School	On-site
Assessment	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Benefits Assistance	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Case Management	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Community Building	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Community Socialization	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Congregate or Home-delivered Meals	Same as referenced above	SBSS	On-site
Employment Training Job Development Services	Same as referenced above	Network of Mental Health Providers Chrysalis Enterprises Pacific Asian Consortium for Employment (PACE) Metro Skills Center	Off-site w/ transportation provided On-site workshops and meetings
Fitness	Same as referenced above	SBSS Belmont Adult School	On-site
Food/ Clothing/ Furniture	Same as referenced above	LAHP Beyond Shelter	On-site

Group activities	Same as referenced above	SBSS Network of Mental Health Providers Brackenhoff Management Group Belmont Adult School	On-site with off-site trips and activities
Group Counseling	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Legal Assistance	Same as referenced above	SBSS Network of Mental Health Providers Legal Aid Foundation Public Council VA Administration	On-site and Off-site
Legal Benefits and Advocacy	Same as referenced above	Network of Mental Health Providers SBSS VA Admin	On-site
Life Skills	Same as referenced above	Network of Mental Health Providers SBSS	On-site
Medical Service	Same as referenced above	JWCH Network of Mental Health Providers DMH providers PICF/ APCTC (SBSS)	On-site Off-site for major needs
Mental Health	Same as referenced above	Network of Mental Health Providers DMH providers	On-site Off-site as needed
Money Mangement	Same as referenced above	Network of Mental Health Providers SBSS Operation Hope PACE	On-site
Nutrition	Same as referenced above	SBSS Network of Mental Health Providers UC Cooperative Extension	On-site
Payee Representation	Same as referenced above	SBSS	On-site
Public Benefits	Same as referenced above	Network of Mental Health Providers SBSS VA Admin	On-site
Recovery - Substance Abuse	Same as referenced above	Network of Mental Health Providers APCTC	On-site Off-site
Tranportation	Same as referenced above	SBSS	On-site
translation	Same as referenced above	SBSS	On-site
Veterans	Same as referenced above	VA Administration Weingart Center	
Workshops	Same as referenced above	Network of Mental Health	On-site

Primary Service Provider: St. Barnabas Senior Services and network of mental health providers
(Indicate the Primary Service Provider, i.e., entity responsible for providing services to the tenants of the MHA Housing Program units, and for overall implementation of the Supportive Services Plan, including coordination between multiple service providers where applicable.)