Item D.3 Consistency with the Three-Year Program and Expenditure Plan

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

Response:

Day Street Apartments is consistent with the Los Angeles County Mental Health Services Act (MHSA) Community Services and Supports (CSS) Plan in its objectives, planning, design, social services and targeted population.

Los Angeles County Department of Mental Health (LACDMH) recognizes and prioritizes the need to **provide permanent supportive housing and onsite services for homeless adults and those with co-occurring mental health and substance abuse disorders**. The Adult Full Service Partnerships (FSP) program is committed to doing "whatever it takes" to assist individuals with **housing, employment, education and integrated treatment** for those with co-occurring mental health and substance abuse disorders. Unique to the FSP programs are a low staff to consumer ration, a 24/7 crisis availability and a team approach that is a partnership between mental health staff and consumers. Adult FSPs will place an emphasis on recovery and wellness while delivering services in ways that are culturally and linguistically competent and appropriate.

Day Street Apartments will provide **33 new studio and 4 1-bedroom units** of permanent supportive housing for **chronically homeless and homeless single adults with a serious mental health diagnosis and/or co-occurring disorders**. Income limits for these tenants will be 30% AMI.

Onsite services will include **case management, service coordination, benefits advocacy, employment/vocational services, mental health services, on-site recovery support groups and 24/7 emergency response**. All supportive services will be available to tenants free of charge and will be provided by L.A. Family Housing staff and collaborative partners including San Fernando Valley Community Mental Health Centers (SFVCMHC) and Tarzana Treatment Centers.

In addition to the extensive number of existing community contacts and partnerships developed by LAFH staff over the past 25 years, all members of the service team will continually work to identify and establish additional linkages for appropriate services and resources. The on-site Mental Health Service Coordinator and Recovery Specialist will collectively provide the expertise and specialized knowledge of community services in the areas of recovery and wellness. Service linkages will include the following:

COMMUNITY SERVICE PARTNERS	
SFV Neighborhood Legal Services	Public Counsel
Housing Works	AIDS Project Los Angeles
El Proyecto del Barrio	Independent Living Center
Hillview Mental Health	Department of Public Social Services
Lutheran Social Services	SRO Housing
Northeast Valley Health Corp.	Valley Community Clinic
People In Progress	Chrysalis
Social Security Administration	Department of Rehabilitation (EDD)

Item D.4 Description of Target Population to be Served

Describe the MHSA Rental Housing Program target population to be served in the development. Include a description of the following:

1. Age group, i.e., adults, older adults, children, transition-aged youth;
2. The anticipated income level of the MHSA tenants; and,
3. A description of the anticipated special needs of the target population to be served, e.g., physical disabilities, chronic illness, substance abuse, prior housing status, etc.

Response:

Age Group: Day Street Apartments will provide permanent supportive affordable housing for single adults age 18 and over.

Income Level: All MHSA residential units will be designated for tenants with an income at or below 30% AMI.

Special Needs of Target Population: In addition to the special needs associated with tenants' mental health diagnoses, the target population is anticipated to have needs relating to substance use/abuse, physical disabilities and medical conditions. All MHSA tenants will have been homeless or chronically homeless and will likely have needs associated with long-term homelessness (e.g. intensive physical needs, significant mistrust, poor hygiene, lack of social skills).

Item D.5 Tenant Eligibility Certification

The county mental health department is responsible for certifying the eligibility of individuals, applying for tenancy in an MHSA unit, for compliance with the target population criteria. Submit a narrative description of the following:

1. How an individual applies to the county to become certified as eligible for an MHSA unit;
2. How certification of eligibility will be documented, provided to the individual applicant, and maintained by the county; and,
3. How certification of eligibility will be provided to the property manager/development.

Response:

How an individual applies to the County to become certified as eligible for a MHSA unit.
Los Angeles County Department of Mental Health (DMH) has developed a standardized MHSA Housing Program Tenant Certification Process and Application. Sections 1 – 5 of the application are to be completed by the referring party. The prospective tenant should complete Section 6 indicating his/her housing preferences and choices. If referred by a mental health provider, DMH staff at directly operated clinics and/or network of providers will be available to assist individuals in completing the certification application. To ensure confidentiality and protection of health information, prospective tenants will also be asked to submit a completed release of information form, authorizing DMH to provide the certification information to the Project Sponsor/Developer or Property Management Company as units become available.

Prospective tenants may also seek tenancy in developments funded by the MHSA Housing Program by directly approaching the Project Sponsor/Developer or Property Management Company to inquire about qualifying for one of the units. In this case, the housing provider and the prospective tenant will jointly complete the Certification Application and submit to the HP&D unit.

How certification of eligibility will be documented, provided to the individual applicant, and maintained by the County.
Once a prospective tenant is certified to have met the threshold eligibility criteria for the MHSA Housing Program, the individual will be placed on a master Referral List maintained by the HP&D Unit. DMH will refer certified individuals to MHSA funded units based on the housing preferences identified on the Certification Application. If the housing provider and the prospective tenant jointly complete the Certification Application and submit it to the HP&D unit, certified individuals will be placed on the master Referral List and referred back to the housing provider for any additional screening.

The HP&D Unit will maintain the master Referral List, keeping it current by making every effort to contact prospective tenants, their case managers, or the referring agency every 90 days to query their continued interest in an MHSA funded unit. If the prospective tenant is unable to be contacted within 30 working days, s/he will be removed from the list. However, the prospective tenant, his/her case manager or the referring agency may reinstate active certification status at any time by contacting the HP&D Unit and providing updated eligibility and contact information.

How certification of eligibility will be provided to the property manager/development.
DMH will refer certified individuals to MHSA funded units based on the housing preferences identified on the Certification Application. The certified individuals are then subjected to the screening process established by each project sponsor/developer.

Item D.6 Tenant Selection Plan

Provide a tenant selection plan, specific to the proposed development, that describes the following:

1. How prospective tenants will be referred to and selected for MHSA units in the development;
2. The tenant application process;
3. The procedure for maintaining the wait list;
4. The process for screening and evaluating the eligibility of the prospective MHSA tenants;
5. The criteria that will be used to determine a prospective MHSA tenant's eligibility for occupancy in the development;
6. The appeals process for individuals who are denied tenancy in an MHSA unit; and,
7. The reasonable accommodations policies and protocols.

NOTE: The Department's approval of the MHSA Housing Program Application does not ensure that the Tenant Certification/Referral Process is compliant with local, state and federal fair housing laws. Please seek legal counsel to ensure that the Tenant Certification/Referral Process complies with fair housing laws.

Response:

1. **Referral and Selection for MHSA Units**: Prospective tenants for MHSA units will be referred from L.A. Family Housing's Valley Shelter and other partner agencies including San Fernando Valley Community Mental Health Center, Inc., Tarzana Treatment Center, Inc., Hillview Mental Health, West Valley Mental Health and Edelman Mental Health Centers. Referrals may also come from the Los Angeles County Department of Mental Health. Selection of tenants for MHSA units will be conducted in the same fashion as for all other units (please see application and screening process as described below).

2. **Tenant Application Process**: Prospective tenants will be referred to DMH for certification of eligibility for an MHSA housing unit. LAFH will provide assistance with the certification process for any individual needing help. Following certification by DMH, rental applications will be made available and processed according to the following order:
   a. Applications will be accepted from prospective tenants, then logged and considered according to the order received;
   b. Incomplete applications will be rejected and returned for further attention by applicant;
   c. Eligibility status will be confirmed via review of accompanying DMH certification;
   d. Applications will be screened for other (standard) criteria such as income, credit history, tenant history, criminal history, etc.;
   e. Qualifying applicants will be contacted for further screening and evaluation;
   f. All applicants will be notified in writing as to the outcome/determination of their application for tenancy. Rejected applicants will be provided with the reason(s) for the decision.

3. **Maintenance of Wait List**: Units will be filled in order of receipt of complete application (e.g. initial submission day/time as well as all necessary verifications having been returned to the property management company). In the event there are more qualified applicants than units available, applicants who are not able to be immediately accommodated will be placed on a wait list. As units become available, property management will notify applicants on the wait list (according to the date/time of completed applications) of unit availability and offer an opportunity for tenancy.

4. **Screening and Evaluation for Eligibility**: The initial tenant selection and leasing process will commence approximately three (3) months prior to completion of project construction. As part of the lease-up procedure, all applicants will be required to participate in a screening process which includes:

a. Documentation of applicable eligibility characteristics (income, homeless status and qualifying mental health diagnosis, as appropriate for the type of unit for which they are applying).
b. Verification of tenant history, credit history and criminal record.
c. Individual meetings with qualified tenants in order to assess appropriateness for the housing and ability to adhere to the terms of the lease. All prospective tenants will be required to undergo all phases of the screening process.

Eligibility/screening criteria are consistent with both the L.A. County CSS Plan and MHSA Housing Program target population. Applications will be submitted and reviewed for eligibility on a "first come first served basis." Required documentation will include, homeless verification; DMH certification (to verify MHSA eligibility); and, income verification. Negative credit and/or housing history, past drug use and/or criminal activity will not be cause for automatic rejection. The next step for prospective tenants determined to be qualified will be the **Screening Interview**. Conducted by Support Service staff, this portion of the tenant selection process is designed to take a closer look at the applicant's ability to pay rent, comply with the terms of the lease and abide by house rules. Qualified applicants determined to be able to comply with the lease will be notified of the decision and invited to initiate the process of entering into a lease and moving in. LAFH recognizes the most essential goal of supportive housing is to provide safe, secure housing to prospective tenants that would otherwise be precluded from access to permanent housing opportunities due to poor rental histories, etc. As such, every appropriate accommodation available will be considered in the tenant selection process to ensure that eligible tenants that have the ability to comply with a lease, will be given the opportunity to do so. In circumstances where applicants are rejected, they will be provided with an opportunity to appeal that decision.

5. **Eligibility Criteria**: Day Street Apartments will serve two groups of MHSA special needs tenants:
   - Chronically homeless adults with an Axis I mental health diagnosis) at or below 30% AMI;
   - Homeless adults with an Axis I mental health diagnosis) at or below 30% AMI.

   Verification of a qualifying mental health diagnosis will be provided by a qualified representative from the Los Angeles County Department of Mental Health. Homeless status will be documented by the referring agency or case manager and verified by L.A. Family Housing in accordance with HUD CPD-96-001 *Guidance on Documentation of Participant Eligibility Under Homeless Assistance Programs*.

6. **Appeals Process**: Applicants denied for tenancy will be provided with a written notice **a)** providing the reason for denial and **b)** informing them that they may be entitled to request a reasonable accommodation if the ground(s) for rejection is the result of a disability.

   All policies relating to admission and eviction appeals will conform to HUD, State and Federal Fair Housing laws and Los Angeles Housing Department (LAHD) guidelines and requirements. John Stewart Company and LAFH have existing policies and procedures relating to application, evictions and appeals that are used in conjunction with management of the agency's 19 other permanent affordable housing properties.

   A prospective tenant who wishes to file an appeal can complete and submit an appeal form to the John Stewart Company (property management) within 14 days of the date of the written denial. In response to an appeal for tenancy, property management and the service team will meet to review issues, policies or procedures related to the applicant file. When necessary, the Owner will also review all relevant information, meet jointly with property management and the service team to discuss the issues and make the final determination. If necessary, appropriate representatives from property management, services and the owner will meet with the individual appealing a decision. Appellant will be informed that they are at liberty to be accompanied by any advocate of their choosing to assist in their efforts to appeal the decision.

7. **Reasonable Accommodations for Application Process**: As a matter of practice, L.A. Family Housing and the John Stewart Company comply with State and Federal Fair Housing laws in every phase of tenant application and selection for all of its residential rental properties. Application packets provided to every prospective tenant will include the following statements informing individuals of the agency's compliance with Fair Housing laws, including their right to request reasonable accommodations in all aspects of the tenant selection process:

   In accordance with State and Federal Fair Housing Laws, L.A. Family Housing (LAFH) and the John Stewart Company (JSCo) do not discriminate against any person on the basis of race, color, national origin, religion, sex, familial status, disability, source of income, sexual orientation, age, marital status, or any other arbitrary characteristic. In addition, both LAFH and JSCo have a legal obligation to provide services and reasonable accommodations that allow people with disabilities equal access to housing opportunities.

   If you believe you have been denied housing based on disability, you will be entitled to request a reasonable accommodation.

   All applicants rejected for tenancy will be provided with a written notice informing them that they will be entitled to request a reasonable accommodation if the ground(s) for rejection is the result of a disability. All requests for reasonable accommodations will be addressed to the Office of the Property Manager, and all forms for these requests may be obtained at this office. The on-site service coordinator, case manager 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.

Item D.7 Supportive Services Plan

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

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

1. A description of the anticipated needs of the MHSA tenants;
2. The supportive service provider's initial and ongoing process for assessing the supportive service needs of the MHSA tenants;
3. A description of each service to be made available to the MHSA tenants, to include where and how the service will be delivered, the frequency of the service delivery and identification of the service provider. A description of the available services and supports should include, but not be limited to:
   a) Mental health services
   b) Physical health services (including prevention programs)
   c) Employment/vocational services
   d) Educational opportunities and linkages
   e) Substance abuse services
   f) Budget and financial training
   g) Assistance in obtaining and maintaining benefits/entitlements
   h) Linkage to community-based services and resources
4. Indicate whether or not there will be an onsite service coordinator, and include the ratio of onsite staff to MHSA tenants. If there is no onsite service coordination, provide a description of service coordination for the development;
5. A description of how services will support wellness, recovery and resiliency. It is anticipated that the supportive services plan for the development will include services that are facilitated by peers and/or consumers. If this is not part of your service delivery approach, please provide an explanation;
6. A description of how the MHSA tenants will be engaged in supportive services and community life. Include strategies and specific methods for engaging tenants in supportive services and the frequency of contact between supportive services staff and MHSA tenants. This description should also include the identification of staff (the responsible service provider) and specific strategies for working with MHSA tenants to maintain housing stability and plans for handling crisis intervention;
7. If the Development is housing for homeless youth, provide a description of services to be provided to meet the unique needs of the population including engagement strategies and peer involvement. In addition, provide a description of how transition-aged youth MHSA tenants will be assisted in transitioning to other permanent housing once they reach 25 years of age;
8. Supportive services must be culturally and linguistically competent. Describe how services will meet this requirement including, when necessary, how services will be provided to MHSA tenants who do not speak English and how communication between the property manager and the non-English speaking MHSA tenants will be facilitated;

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

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

Response:

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

The proposed program will primarily serve homeless and chronically homeless single adults with a qualifying mental health diagnosis and/or co-occurring disorders (e.g. substance abuse, physical disabilities, medical conditions). Characteristically, homeless individuals, especially those with histories of long-term/recurring homelessness, experience multiple barriers to housing stability that require intensive assistance and support in order to secure and maintain permanent housing. Major obstacles frequently encountered by the target population include symptoms of serious mental illness requiring ongoing treatment/medication, lack of support system, unemployment/poor work history, poor money management, low-level of education and training, limited independent living skills, substance abuse and outstanding legal issues.

The primary needs of the target population will generally include intensive case management (to assist with identifying and accessing all necessary services), mental health education and treatment, addiction/recovery services, employment and/or benefits advocacy, assistance in strengthening overall independent living skills and building a support system. Due to the eligibility criteria for the proposed project (mental health diagnosis and/or dual diagnoses), emphasis will be placed on the mental health and recovery needs of MHSA tenants. The added reinforcement of immediate access to a mental health service coordinator and recovery specialist – on-site – will serve to ensure prompt identification of "red flag" behaviors/issues of tenants. LAFH is confident that the nature and level of services proposed for the target population are appropriate and necessary to increase the incidence of successful housing retention for tenants.

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

As part of the move-in process, new tenants will meet with a Case Manager/Service Coordinator to collaborate in creating a tenant file that will include a basic needs assessment; contact information for the tenant's primary mental health provider; a signed consent form (permission to obtain relevant information such as the tenant's coordinated care plan); and an Individual Service Plan (ISP). With the tenants' permission, on-site supportive staff will collaborate with primary care providers (medical, mental health, etc.) to aid in effectively assessing and responding to the needs of each tenant. For those that voluntarily choose to participate in services, support staff will conduct a more extensive assessment to gauge their strengths, barriers and interests - in order to customize the provision of services for each individual tenant.

3. A description of each service to be made available to the MHSA tenants, to include where and how the service will be delivered, the frequency of the service delivery and identification of the service provider.

[Please see following page]

Supportive Service Description	Provision of Service	Frequency	Service Provider
Mental Heath	Full range of psychotherapy, medication management and crisis intervention.	TBD	DMH
Mental Heath	Supportive services will include psycho-social assessment, individual and group psycho-social education, life skills instruction, coordination of services with primary service providers, referrals and 24/7 crisis intervention	Daily	LAFH
Physical Health	Mobile medical services will be utilized for on-site check-ups, selected testing and service referrals	Monthly	North East Valley Health
Employment and Vocational	Employment/vocational assessment, counseling, readiness, help accessing education and training opportunities, assistance with job search and placement, support and mentoring to employed tenants	Weekly	LAFH
Employment and Vocational	Classes and services designed to improve job search skills, self-confidence and employability, as well as job training and placement	Daily	Chrysalis
Education	Vocational training, AA degree programs, career counseling, help with securing financial aid	Daily and Weekly	Valley Community College
Consumer and Family Supports	On-site groups and community meetings to provide support and education for mental health consumers and their family members	Monthly	NAMI
Substance Abuse	Facilitation of on-site recovery groups, assessment, individual counseling, drug & alcohol education, relapse prevention and 24/7 crisis intervention	Daily, as needed (24/7 for crisis intervention)	Tarzana Treatment Center
Financial Literacy	One-on-one money management education, budget development, regular budget monitoring and assistance, referral to payee services	Daily	LAFH
Financial Literacy	15 hour workshop series covering: financial institutions, income and taxes, budgeting for success & advancement, setting career & financial goals	Weekly	Valley Community College
Household Management	Assistance with independent living skills designed to ensure ongoing stability in permanent housing (e.g. education & training in housekeeping, landlord-tenant relations, payee services and support	Weekly or As Needed	Housing Works
Benefits Advocacy	Service Coordinators will provide assistance with eligibility determination, benefits application process and facilitating communication	Daily	LAFH
Linkage to Resources	Service Coordinators will utilize existing links to relevant community resources and work to establish and maintain new relationships on an ongoing basis, including support groups, health services, job opportunities, training and education, family reunification	Daily	LAFH

4. Indicate whether or not there will be an on-site coordinator and include the ratio of onsite staff

to MHSA tenants.

Yes, there will be an on-site Service Coordinator/Program Manager whose responsibilities will include overall program management of the supportive service team through one-on-one supervision, oversight of funding contracts (data collection, program monitoring and submission of required reports), case file reviews, implementation of corrective actions when needed and assisting with particularly challenging tenants. The Service Coordinator/Program Manager will be available around the clock for consultation with on-call staff and provide intervention support as needed.

In addition to the Service Coordinator/Program Manager, the Service Team will include two Case Managers (aka Mental Health Service Coordinator and Recovery Service Coordinator), each with a specific area of expertise. The staff to tenant ratio will be approximately 1:15.

5. **A description of how services will support wellness, recovery and resiliency. It is anticipated that the supportive services plan for the development will include services that are facilitated by peers and/or consumers.**

Recovery, Resiliency and Wellness – Based on extensive experience in the provision of housing and services for homeless individuals, including chronically homeless persons with mental illness and/or substance abuse disorders, it is LAFH's strong belief that the service staff for the proposed project will need to be **multi-disciplinary and highly qualified**. As such, commensurate with the high level of needs associated with homeless adults with serious mental health issues, some with co-occurring disorders, the program will be staffed by service coordinators (case managers) with specialized expertise in the areas of mental health and recovery.

Although all tenants will have a primary mental health provider at the time of move-in, the **on-site services (psycho-social educational groups, informal medication monitoring, conflict resolution, immediate needs assessment and crisis intervention**) would not be available to the proposed program through the tenants' primary providers. Also in keeping with the principles of recovery, resiliency and wellness, our proposal includes a full-time staff person to provide on-site recovery services (assessment, recovery groups, education, relapse prevention, treatment referrals and crisis intervention). The aforementioned staff, along with a full-time staff person to provide tenants with assistance in preparing for and securing employment (if appropriate), contributes to the overall wellness of tenants working to rebuild their lives and increase their skills and abilities to live independently.

In keeping with the philosophy that "recovery is a personal journey," staff will take the approach that individual tenants will have their own unique context and worldview and that recovery is personally defined by each. As such, guiding values will be empowerment, self-determination, hope and identifying/re-claiming a meaningful role. Personal choice, respect and dignity will be the basis for the individualized planning and integrated services offered on-site.

Drawing on the strengths, knowledge and individual talents of Day Street tenants, staff will work to engage them in organizing a wide range of community activities, including workshops, presentations, holiday celebrations, outings, special interest clubs and other social gatherings. Tenants will also provide feedback and suggestions for additions and/or omissions to the support services available on-site.

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

Initial Engagement: Upon move-in, Service Coordinators will orient each new tenant to the building and surrounding neighborhood. As part of this process, members of the supportive service team will meet with tenants to converse about the tenant's background and interests as well as introduce the

availability of specific on- and off-site interest and support groups. They will actively encourage tenant participation in appropriate on-site services and activities such as employment assistance, social events, life skills education, Tenant Association meetings, mental health and/or recovery support groups, workshops and special interest groups. For tenants who express an interest in receiving services, Service Coordinators will work with them to help them develop their Individual Service Plan (ISP) to help identify needs and goals.

Ongoing Outreach: In order to become a "familiar face," each member of the supportive service team will make a point of engaging tenants on an informal, day-to-day basis. Staff will use conversation and a general "collegial" presence to establish credibility with tenants in a non-threatening manner. Staff will consistently seek out new and effective methods to involve tenants in on-site services as well as utilize the following strategies:

Organized Activities: By organizing tenants around events they want to attend, staff can build rapport through informal interaction. Building rapport provides a foundation for further outreach around the personal needs of tenants and facilitates trust, increasing the probability that the tenant will approach staff when services are needed.

"Creative" Programming: Staff will create service opportunities that have a broader appeal and a less "programming" sounding name. For instance, in place of a mental health help group, staff might create a "life enhancement" group where tenants can address a wide range of issues (i.e. recovery, money management, mental health and networking).

Provide Resources: Staff will invite groups and service providers to hold informative on-site workshops on a variety of subjects and community resources.

Incentives: Tenants can be offered a variety of incentives ranging from receiving donated items (i.e., laundry detergent, hygiene and household items) for "stopping by" the social service offices, to bus tokens for transportation when they participate in accessing program services.

Solicit Input: Staff will seek out advice and feedback from tenants on services, activities and the community environment. Using asset-based engagement, staff will play to tenants' strengths by engaging them in planning and improvements relating to the Day Street community.

Developing a Sense of Community: Upon reaching full occupancy, service staff and program management will oversee the establishment of the **Day Street Tenant Association ("Association")**. The **general mission** of the Association will be to improve the quality of life for Day Street tenants through involvement in the management, social, recreational and community issues which affect all individuals living in and around the proposed project. Officers will be selected or elected, and, if needed, leadership training will be made available to provide the skills necessary to conduct meetings and foster accountable participation. The Association will play a significant role in identifying needs and priorities, and activities will include the following:

Community Meetings: The Association will hold regular meetings to provide an open forum for expression of issues, concerns, or praise. Service and management staff will participate when appropriate for the purpose of increasing communication and expediting problem solving for issues needing immediate attention.

Evaluation: The Association (and individual tenants) will be given the opportunity to complete satisfaction surveys regarding management and service staff and practices for the purpose of identifying strengths and areas needing improvement.

Activities/Services: Association members will have the opportunity to organize a wide range of community activities, including workshops, presentations, holiday celebrations, outings, special interest clubs and other social gatherings. Tenants will also provide feedback and suggestions for additions and/or omissions to the support services available on-site. Property management will arrange to make a regular source of income available for use by the Association to fund activities, etc.

Frequency of Contact: On average, service staff will engage individual tenants a minimum of once every two weeks to gauge status/well-being, and learn more about personal interests and motivation for involvement in community meetings and in-house leadership opportunities. Tenants will also be invited to participate in the delivery of services by sharing knowledge and skills with other tenants through activities such as computer instruction, hobby "clubs," and on-site classes.

Housing Stability Strategies: LAFH is committed to helping tenants of the proposed project successfully maintain permanent housing. In addition to outreach, engagement and the availability of on-site services designed to assist tenants in remaining securely housed, the following provisions will be in place to increase housing stability for tenants:

Support and Services Designed to Avert Loss of Housing – The comprehensive support provided on-site by the service team - including two Case Managers, one a qualified mental health clinician and the other an experienced recovery specialist - is specifically designed to address the intensive needs of the target population. The added reinforcement of immediate access to mental health expertise – on-site – will serve to ensure identification of "red flag" behaviors of tenants when they arise. An off-site provider won't always know what's going on "at home" for a client, and, frequently, does not have the time or capacity to make "house calls." The on-site service team will work collaboratively with tenants' primary mental health providers to close loops and address issues before they become unmanageable. Bolstering program capacity to meet the unique needs of the target population, most members of the service team will be available 24 hours a day for emergency response to crisis situations.

Housing Maintenance in Times of Crisis – Although no provision is currently planned for a separate reserve for residents absent for brief periods due to crisis, tenant absences for hospitalization, incarceration, etc., tenants in such circumstances will still be considered the legal resident of their unit under the lease agreement for up to a period of three (3) months). Accommodation would be made with the tenant to address any resulting issue of rent due, with the retention of housing being the primary objective.

Crisis Intervention: Service staff will provide 24/7 on-call coverage to address immediate crisis intervention needs for all MHSA tenants (e.g. mental health, substance abuse, physical health).

7. **N/A**

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

Culturally and Linguistically Appropriate Service Provision: In order to ensure the respectful and sensitive provision of services to people of all cultures, languages, classes, races, ethnic backgrounds, religions, etc., LAFH conducts recruitment and hiring with an emphasis on diversity, professional and cultural competence. Based on the demographics for LAFH's 250-bed Valley Shelter, largely serving the same target population as the proposed project (in the same general geographic area), about 1.3% are monolingual (Spanish) and approximately 11% are bilingual (English/Spanish) with the remaining percentage being English speaking. All staff position descriptions will state a preference for bilingual ability and at least one staff position will require the successful candidate to be proficient in Spanish and English. In the event language barriers other than Spanish exist, LAFH will employ the services of a translator to facilitate communication between staff and tenant(s), such as an ASL interpreter.

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

LAFH will serve as the primary service provider and the project owner and has hired the John Stewart Company to provide property management services. This unique combination of owner-operated supportive services and "employer" of the property management company, substantially raises the prospect of prompt communication and effective coordination in addressing tenant concerns. In addition to the submission of maintenance requests and tenant complaints, the following methods will be available to all tenants for communicating their concerns:

Tenant Relations – The creation of House Rules, housing retention strategies for tenants, policies and procedures for addressing tenant issues, as well as the establishment and operation of the Day Street Tenant Association will be developed and carried out in a collaborative partnership between tenants, the Service Team and Property Management.

Tenant Feedback and Participation – The collection of tenant feedback will be an invaluable tool for evaluation and quality management in assessing House Rules, reviewing service provision (type and delivery) and gauging overall program effectiveness. Service staff will utilize surveys, one-on-one interviews, focus groups and community forums such as the Tenant Association meetings to solicit feedback and suggestions. The information collected will be incorporated into planning, program design and the quality management process.

Corrective Action – If a problem is identified through any of the above means, service staff will work with all appropriate parties to promptly implement the appropriate corrective action. The Service Coordinator/Program Manager will maintain quarterly reports containing the results of program reviews and corrective action measures implemented, and the LAFH QM Committee will utilize the information to assist in identifying methods for improvement.

Grievance/Appeals Procedure – The grievance procedure will be designed to give residents the opportunity to register concern or opposition to actions that affect them. The intent of the process will be to encourage both tenants and staff to meet and work toward a common understanding of the problem and explore options for resolution. In the event an agreement cannot be obtained, the tenant can take the grievance, respectively, to the appropriate next higher level, ranging from an on-site supervisor, the agency's VP of Programs, or, as a last resort, to neutral off-site mediation service. All tenant grievances (with written outcomes) will be kept on file for a period of one year from the initial filing of the grievance, with copies filed with the LAFH QM Committee for quarterly review.

Single Point of Contact: The primary contact between the Service Team and Property Management will be the Service Coordinator/Program Manager.

10. **N/A**

Item D.8 Supportive Services Chart (Attachment C)

Submit the Supportive Services Chart (**Attachment C**). The Chart must list all services that will be provided to MHSA tenants, including any in-kind services essential to the success of the Supportive Services Plan.

Supportive Services Chart

List all the services to be provided to MHSA tenants in the MHSA Rental Housing Development, including any in-your Supportive Services Plan. Add additional lines to the Supportive Services Chart as needed.

Supportive Service		Target Population	Service Provider(s)
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.	List the name of the proposed service provider.
1	Service Coordination /Case Management	MHSA Tenants (homeless & chronically homeless single adults with serious mental illness)	L.A. Family Housing
2	Mental Health	MHSA Tenants (homeless & chronically homeless single adults with serious mental illness)	L.A. Family Housing,
3	Mental Health	MHSA Tenants (homeless & chronically homeless single adults with serious mental illness)	DMH
4	Consumer and Family Support	MHSA Tenants (homeless & chronically homeless single adults with serious mental illness), friends and family members of tenants	NAMI
5	Addiction Recovery Services	MHSA Tenants w/ substance abuse issues and/or in recovery for addiction	L.A. Family Housing, Tarzana Treatment Centers
6	Employment	MHSA Tenants seeking employment	L.A. Family Housing
7	Employment / Training	MHSA Tenants seeking employment	Chrysalis
8	Financial Literacy	MHSA Tenants (homeless & chronically homeless single adults with serious mental illness)	Valley Community College
9	Household Management	MHSA Tenants (homeless & chronically homeless single adults with serious mental illness)	L.A. Family Housing , Housing Works
10	Benefits Advocacy	MHSA Tenants eligible for benefits that are not yet receiving them	L.A. Family Housing
11	Education / Training	MHSA Tenants (homeless & chronically homeless single men & women with serious mental illness)	Valley Community College
12	Physical Health	MHSA Tenants (homeless & chronically homeless single adults	North East Valley Health Corporation

		with serious mental illness)	

Primary Service Provider:	L.A. Family Housing

(Indicate the primary service provider, i.e., entity responsible for providing services to the tenants of the MHSA Housing Program units, and for overall implementation of the Supportive Services Plan, including coordination between multiple service providers where applicable.)