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:

The Project is consistent with the Los Angeles County's Mental Health Services Act (MHSA) Community Services and Supports (CSS) Plan as it pertains to objectives, planning, design, social services and targeted service planning areas (SPAs). Los Angeles County Department of Mental Health (LACDMH) recognizes and prioritizes the need to increase investment in capital development to expand the number of affordable, permanent supportive housing units for DMH clients and target SPAs, such as SPA 3, that are identified as being currently underserved by MHSA financing.

The Project will provide permanent, supportive housing in SPA 3 that fosters independence and self reliance, but still allows access to additional supportive services that are appropriate to the needs of both homeless and chronically homeless adults. The Project will make available 9 units to qualified chronically homeless DMH clients. These units will have very low rents, which will be at or below 30% of the area median income.

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

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:

1. The Project will provide 24 units of permanent supportive housing for homeless adults and families. Of the 24 units reserved for homeless individuals and families, 9 MHSA-funded units will be reserved for chronically homeless DMH adult clients who are also frequent users of Department of Health Services (DHS) programming, and 15 units will be reserved for homeless veterans who may or may not be DMH clients.

2. The tenants of the 9 MHSA-funded units will be chronically homeless DMH clients who are also frequent users of Department of Health Services (DHS) programming. It is anticipated that tenants will be single adults earning less than 30% of AMI. It is likely that these tenants will be eligible to receive some form of public assistance from disability benefits, which typically falls within the range of 12% and 20% of AMI.

3. Prospective tenants of the Project will include: 1) low-income families earning 50% of AMI or $42,700 annually for a family of four; 2) homeless and chronically homeless adults affected by serious mental illness who are also frequent users of DHS programming and are likely to have co-occurring disorders; and 3) homeless veterans that have a chronic mental illness and/or chronic substance use disorders. All prospective tenants will be very low income earning between 30%-50% of AMI. Prospective tenants will be referred to the Project by DHS. Los Angeles County Department of Mental Health (DMH) will certify that all prospective tenants meet the eligibility criteria to reside in the 9 MHSA funded units.

   The goal of the Project is to provide permanent supportive, affordable housing to homeless adults affected by mental illness, chronic medical conditions, and/or addiction illnesses. These tenants have survived extreme poverty, have been marginalized and criminalized, and endured inconsistent health care. Their needs can be substantial particularly when they first move into housing. These needs include: re-building self-worth and value as a person living in the community; developing the confidence, skills, and resources to manage their health, mental health, daily life tasks/new responsibilities; access to benefits and learning to budget and pay bills.

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:

1. To lease up the Project's 9 MHSA-funded units, prospective tenants will be referred to the Project by DHS to certify the applicant's eligibility as a frequent user of the county healthcare system. DHS has a centralized referral system which seeks to match people with housing in the community with which they are familiar.

2. and 3.
DHS-approved applicants will then be directed to complete a MHSA Housing Certification Application. A MHSA Housing Certification Application must be completed for each applicant before they move into an MHSA funded unit. Certification Applications should be sent to:

Department of Mental Health
Housing Policy & Development
Attn: Housing Coordinator
695 S. Vermont Ave., 10th Floor
Los Angeles, CA 90005
Fax: (213) 637-2336

To ensure confidentiality and adequate protection of health information, applicants must sign a Department of Mental Health (DMH) or agency-specific authorization for request or use/disclosure of Protected Health Information (PHI) form authorizing DMH to provide the Certification Application information to the project sponsor (including the property management company). A copy of the signed authorization form must be submitted along with the Certification Application.

Certification Application Review
Housing Policy & Development (HP&D) will review the Certification Application to confirm that the applicant is:

1. Eligible to receive MHSA services in Los Angeles County (per Welfare and Institutions Code 5600.3);
2. Homeless or Chronically Homeless as defined by MHSA guidelines; and
3. A client of DMH.

HP&D will notify the referring agency of the outcome of the Certification Application review and any reasons for denial within 5 business days. The referring agency will communicate the outcome of Certification Application review to the applicant. Interested applicants will be referred to Housing Works, the Project's service provider, for assistance in filling out the necessary forms and application.

Non-certified applicants may re-submit the Certification Application if the reasons that resulted in the denial change. If the project sponsor's housing application process has already been initiated, the applicant may remain on HCHC's prospective tenant list while they attempt to meet the MHSA eligibility criteria. If the applicant remains unable to meet the MHSA eligibility criteria, HCHC or the property manager may then invite them to apply for any available non-MHSA funded units in the development or refer them to other permanent housing resources.

DMH-certified applicants will be placed on a Master Referral List maintained by HP&D. HP&D will periodically contact the referring agency to determine the client's continued interest in an MHSA funded unit. If the DMH-certified applicant is unable to be contacted, they will be removed from the list but may reinstate their active certification status at any time by having the referring agency contact HP&D to provide updated eligibility information, if applicable.

DMH Certified Applicant Referrals

1. HP&D will refer DMH-certified applicants to MHSA funded projects based on the information contained in their Certification Application.
2. Project sponsors will place the DMH-certified applicants on their prospective tenant list.
3. Project sponsors will notify the DMH-certified applicants and the referring agency, if different, of the availability of a unit and give them 10 business days within which to respond.
4. If HCHC or the property manager is unable to make contact with the DMH-certified applicants directly or through the referring agency within 10 business days, they may be removed from the project sponsor's prospective tenant list, but will remain on HP&D's Master Referral List.
5. If a DMH-certified applicant indicates interest in an available unit, the project sponsor's housing application process will be initiated and HP&D will be notified.
6. On a quarterly basis, HP&D will send a current list of all DMH-certified applicants referred to MHSA Housing Program project sponsors with any updated status information to reconcile for tracking purposes. Each project sponsor will review the list and update the status of each referred DMH-certified applicant, if applicable, within 5 working days.

Certification Process for Non MHSA-Funded Units

To lease up the 15 units reserved for homeless veterans and their families, we expect that VASH vouchers will be provided through the Los Angeles County Community Development Commission (LACDC). Homeless veteran social service agencies, including the local Veterans of Foreign Wars post 10218, New Directions and Vet Hunters, will refer prospective tenants to the project. As the overseer of the Project's VASH voucher, LACDC will certify applicant eligibility and refer applicants to New Directions and Vet Hunters for help in completing application paperwork.

To lease up the 24 units reserved for low-income families, we will target outreach efforts to El Monte churches, community organizations and social service agencies to reach a racially, ethnically and economically diverse pool of potential applicants. HCHC will outreach through local community groups including but not limited to El Monte Promise Foundation, El Monte Coalition of Latino Professionals and Nativity Catholic Church. The property manager will certify tenants based on eligibility requirements, including annual income as verified by a third party, and family composition criteria to match prospective tenants to an appropriately sized unit.

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 Application does not ensure that the Tenant Certification/Referral Process is compliant with state and federal fair housing laws. Please seek legal counsel to ensure that the Tenant Certification/Referral Process complies with state and federal fair housing laws.

Response:

1. Palo Verde Apartments targets very low income, homeless individuals or individuals at-risk of homelessness affected by mental illness chronic medical conditions, and/or addiction illnesses. Prospective applicants for the 9 MHSA-funded units will be referred to the Project by DHS to certify the applicant's eligibility as a frequent user of the county healthcare system. DHS has a centralized referral system which seeks to match people with housing in the community with which they are familiar. All 9 tenants must be eligible to receive services through the Los Angeles County Department of Mental Health (LACDMH) and meet the eligibility criteria, as certified by LACDMH.

   In addition, applications will be accepted from persons who are not referred by DHS providing for individuals to inquire directly to the onsite Residential Manager at Palo Verde Apartments. Applicants will be asked to complete the LACDMH's Certification Application and an authorization to release protective health information for submission to LACDMH for approval. LACDMH will process the application as outline in its certification procedure.

2. Housing Works will help prospective tenants as needed throughout the application process. Assistance provided may include:
   - Explaining and filling out the application form
   - Obtaining supportive documents needed to complete the application
   - Attending the property management interview
   - Help with the appeal process
   - Help with a reasonable accommodation

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

process).

3. Upon verification of eligibility, an applicant shall either be offered residency, or if is not a vacant unit that meet the applicant's occupancy needs, s/he shall be added to the waiting list. Applicants will be offered only one apartment. If an applicant cannot accept an apartment during the initial lease-up due to a mitigating circumstance, the applicant would be placed on the waitlist in chronological order.

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

   In order to be removed from the waiting list, the Property Management must show that they have exhausted all efforts in contacting the applicant including but not limited to contacting the referring agency.

4. Eligible applicants must meet all of the following occupancy criteria in order to qualify to live at Palo Verde Apartments:
   - The applicant must be certified by DHS and LACDMH to reside in a MHSA-funded unit
   - Units will be occupied by a maximum of three people (max. occupancy standard for a one-bedroom unit). The head of household must meet DHS and LACDMH eligibility requirements.
   - The applicant must be 18 years of age or older, unless he or she is an emancipated minor. All household members, age 18 years or over, and emancipated minors, must sign the appropriate consent forms and comply with the verification process.
   - The applicant must be homeless at the time of referral.
   - Applicant must be able to maintain the housing unit in accordance with local health standards and Housing Authority standards, with or without assistance.
   - The applicant must have a valid Social Security Number and legal photo ID.
   - Once the applicant is approved for occupancy and moves into the property, the assigned unit must be tenant's primary place of residence
   - The total applicant income cannot exceed 50% of area median income

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

5. <u>Verification Process</u>
   - All income will be verified in writing by the income source indicated on income certification form.
   - All assets, including bank accounts, will be verified in writing.
   - Upon initial occupancy, resident's income cannot exceed 50% of the area median income as published annually by the U. S. Department of Housing and Urban Development and the California Tax Credit Allocation Committee.

- Applicants with Section 8 certificates will be processed under the same criteria.
- Third-party income verification will be required from all sources, including but not limited to:
  - Employment, Self Employment
  - Savings and checking
  - Pension
  - Disability
  - Asset verification, property, home, stocks, bonds, annuities, IRA, etc.
  - Government assistance, A.F.D.C., food stamps, etc.
  - Social Security
  - Child Support/Alimony
  - Non-Tuition Financial Aid
- Background checks covering the last 5 years will be run on all applicants.
- Income calculations are based on the applicant's annual gross (anticipated) income for the following 12 months. Annual gross income includes income from any and all assets.
- Criminal record checks will be conducted on all applicants who have satisfied the income requirements, credit report and tenancy requirements. A criminal history or misdemeanor offense(s) could be grounds for denial:
  - Applicants convicted of acts of violence towards themselves or other human beings will be denied occupancy.
  - Applicants with child molestation and/or sexual misconduct convictions will be denied occupancy.
  - All applicants with a criminal conviction relating to the manufacturing or sale of illegal drug or control substances will be denied occupancy.
  - Applicants that have been evicted from a federally-assisted housing project could be denied occupancy.
  - Applicants currently on parole will be denied occupancy.

A credit reference will be required covering the last five years. Any outstanding collections which exceed $1,000.00 (medical expenses are exempt from this standard) are basis for denial of applicant. Foreclosure and bankruptcies are also basis for denial. Applicant will be considered for residency if s/he can prove that s/he moved as a result of a divorce and that the spouse was responsible for all debt. Applicants will also be informed of their option to appeal a rejection, and to request a reasonable accommodation. Given the characteristics of potential tenants for the MHSA units, management will remain open to negotiating with tenant and supportive services staff.

All applicants have the right to reasonable accommodation at any stage of the application and screening processes. All applicants will be made aware of this right in writing during both phases. The applicant's case manager may help an applicant write a letter requesting reasonable accommodation to be submitted with his/her application.

6. Applications <u>may</u> be rejected for any of the following reasons:
   - Violent behavior toward management, the property, or other residents exhibited by an applicant or family member any time prior to move-in or demonstrable history of such behavior;
   - Rent exceed 50% of monthly income without a demonstrated ability to pay;
   - Falsification of any information on the application;
   - Household size does not conform to the stated minimum and maximum sizes;
   - Income exceedsthe of area median based upon income limits established at the property;
   - Applicant is subject to lifetime registration requirements under any state sex offender program;
   - Applicant is currently on parole;
   - Any required references from social workers or others involved with the applicant in a professional capacity are not submitted. Units will not be held while we wait for requested paperwork; or
   - Other good cause, including, but not limited to, failure to meet the resident selection criteria outlined in this document.

All rejected applicants will have the right to appeal the decision. All appeals must be made in writing and received by HCHC no later than ten (10) business days after the date of the rejection letter. Within five (5) working days of receipt of an appeal, HCHC's Executive Director will respond to the appeal in writing, and mail communication to the applicant, his/her case manager and LACDMH. Units will not be held during the appeal process. It the appeal is successful and applicant is approved for occupancy, the applicant will be offered the next available unit or added to the waitlist for the next available unit.

7. All applicants are made aware in writing of their right to reasonable accommodation in the application and screening process. An applicant that is denied due to adverse credit and criminal report can request, in writing, a meeting with management and owner's representative to further consider review of their application. Management is aware that the special needs applicants whose adverse credit and criminal background as a direct result of their disability must be given priority in the consideration of their application.

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. 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. HCHC has entered into a Memorandum of Understanding (MOU) with Housing Works, the primary onsite supportive service provider for the 9 chronically homeless tenants who are clients of DMH and frequent users of DHS programming. Additionally, Housing Works will augment services for the 15 homeless veterans and their families, who will receive supplemental services from the Department of Veterans Affairs and New Directions.

   Palo Verde Apartments will address a critical need for supportive housing in SPA 3, the City of El Monte and Los Angeles County as a whole. The pervasiveness of homelessness throughout Los Angeles County puts additional pressure on El Monte's ability to house its homeless residents. The Los Angeles Homeless Services Authority reported that in 2013, over 58,000 individuals were homeless on a given night in Los Angeles County. It is estimated that 1 in 4 homeless adults are chronically homeless (have disabling conditions and are experiencing long term street homelessness), 1 in 3 have mental and/or physical disabilities, and 1 in 9 is a veteran. These facts underscore the necessity of the proposed Project to increase the stock of service rich affordable housing for low-income and homeless individuals, families and veterans in the area.

   The Palo Verde tenants will be chronically homeless adults with serious mental illness, co-occurring disorders, and other chronic health conditions that may include diabetes and cancer, and overall health issues associated with malnutrition, trauma, and drug abuse. These tenants have survived extreme poverty, have been marginalized and criminalized, and endured inconsistent health care. Their needs can be substantial particularly when they first move into housing. These needs include: re-building self-worth and value as a person living in the community; developing the confidence, skills, and resources to manage their health, mental health, daily life tasks/new responsibilities; access to benefits and learning to budget, pay bills. This population will require comprehensive services that include mental and physical healthcare, substance abuse treatment, life skills training, benefits advocacy, and community-building and recreational activities.

2. Each tenant will have a comprehensive case management plan tailored to his or her individual needs, with the goal of improving the physical and mental health of each tenant, and helping all tenants retain and thrive in permanent housing. The plan, created as part of the initial intake process, will address the individual's basic health and mental health care, housing, education, employment, and other service needs; proposed steps toward meeting tenant goals; and stipulate specific responsibilities of the tenant and the RSC in implementing the plan.

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

The tenants and RSC will work together to monitor progress towards meeting these goals. The service plan will be formally reviewed and revised with each tenant every 1-3 months. During the on-going assessment process, staff will engage and observe tenants to identify any functional impairment and other problem areas (legal problems, health, etc.) that could jeopardize their housing retention or reaching their wellness and recovery goals. The assessment will also consider readiness for change, strengths and supports, including family and friends, and any cultural factors or barriers that will impact their ability to achieve their goals.

3. The following **onsite** services will be available to the MHSA tenants through Housing Works:
   - Intensive case management to engage with each tenant and jointly develop individualized service plans;
   - Substance abuse counseling and recovery support utilizing harm reduction strategies;
   - Life Skills training, including topics such as hygiene, household maintenance, money management, shopping, nutrition, cooking, laundry, communication skills, conflict resolution;
   - Assistance with benefits/entitlements applications, including Representative Payee;
   - 24/7 crisis intervention
   - Community building activities, including educational, social, recreational outings; and
   - Linkages to community resources including healthcare, education and employment, including the VA, New Directions, CHAP, Pacific Clinics, Volunteers of America, Goodwill Industries and Las Encinas.

   In addition to the services available to the building's special needs tenants, HCHC will make additional onsite services available to all tenants of the building. The services offered will depend on need and demand across the building and may include counseling, ESL and GED classes, and literacy and computer training. Tenants will also receive access to the HCHC's Food Pantry located in Hollywood. However we expect that tenants of Palo Verde Apartments will primarily utilize the bi-weekly food pantry at Our Saviour Center located at 4368 Santa Aniva Ave in El Monte, 1.5 mi from the project site.
   The following services will be available offsite:

   - Psychiatric assessment and treatment, therapy, and medication monitoring and education through the Arcadia Mental Health:
   - Vocational training and employment resources through Goodwill Industries of Southern California WorkSource and Career Resource Center located in El Monte;
   - Educational resources, including GED preparation and testing, adult secondary diploma, English as a Second Language and IT, business and finance classes through the El Monte-Rosemead Adult School; and
   - Physical health and dental care through AltaMed Medical and Dental Group in El Monte.

   Housing Works will establish relationships with staff at other off-site service locations to ensure that tenants can navigate offsite services smoothly, and that they are supported as they integrate into the community. Tenants will be encouraged to access off-site services through public transportation and/or a Housing Works van. Housing Works encourages members to learn and use public transportation and secure disabled bus passes. Workshops or individual support about routes, schedules, etc. are provided by peers or supportive services staff.

   While there is no minimum requirement for service, and services are not a condition of tenancy, the RSC will encourage tenants to meet on a mutually agreed schedule and/or at regular intervals such as weekly or daily as needed, and conduct outreach to them through home visits and telephone calls. Housing Works will provide informal opportunities for the tenants to check in with the RSC through planned recreational activities (e.g., movie screenings, game nights, etc.) and spending some time each day in the common areas. The RSC will work between the hours of Monday – Friday from 8AM-5PM and shift to cover a few hours on evenings and/or weekends on an as-needed basis. Resident Managers will be available on-call during the evenings and weekends to contact the appropriate case managers or Program Manager to respond to emergencies where tenants may require assistance accessing services to maintain their stability.

There will be a monthly tenant meeting involving Resident Manager, RSC and tenants. An agenda will be created collaboratively across all departments and provided to those in attendance and not in attendance (following the meeting). General topics include updates and reminders regarding rents, paperwork submissions, inspections, pest control, community activities updates, group sessions, outings, TAC (Tenant Advisory Committee) updates, requests and open forum.

4. Tenants who are transitioning from chronic homelessness into permanent housing may struggle with multiple adjustments to their new environment and newfound responsibilities during their first 12 months to 2 years in permanent housing. To address this, Housing Works, the on-site service provider, will employ a 1.0 FTE Residential Service Coordinator (RSC) for the first one to two years of operations at Palo Verde Apartments, to support tenants as they transition from the streets to housing and stabilize in their new environment. This equates to an on-site staff to MHSA tenant ratio of 1:9.

   Once tenants have stabilized, as jointly determined by Housing Works and HCHC, Housing Works will reduce the project staffing to 0.5 FTE, and operate as such on an ongoing basis.

   The RSC will be provided as part of Housing Works' MIST (Mobile Integrated Service Team) program which provides on-site residential supportive services designed to meet the acute and complex needs of tenants of permanent supportive housing. Services will be provided onsite to tenants of Palo Verde Apartments during regular business hours. MIST's program goals are to:
   - Address tenants' mental and physical health care and substance abuse treatment needs through the onsite provision of social services and referrals to appropriate health care providers;
   - Assure tenant housing retention;
   - Increase housing accessibility for persons with mental illness, co-occurring disorders, long history of homelessness and chronic health conditions; and
   - Develop a sense of community and belonging among tenants.

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

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

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

The RSC will refer tenants to appropriate peer facilitated or self-help groups based on the needs and skills of the tenants. Self-help and peer support groups are offered to link clients with others who share similar problems; reduce feelings of isolation, stigma and shame; remove barriers to positive behavioral and emotional changes; restore self esteem and identity; and enhance tenants' roles in the community. Groups/workshops include psycho- educational groups, social support and activity groups, family support, and peer advocacy support. Such peer support groups may include: 12-step groups for AA and NA; smoking cessation, independent living skills, budgeting/money management, conflict resolution, new attitude, personal growth and potential, positive thinking, living in balance, anxiety and depression, journal writing, poetry club, book club, art club, men's group, women's group, making/keeping commitments, effective communication, and recovery.

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

6. Housing Works will work diligently to engage tenants at their own pace in a variety of activities and supportive services. While tenants will have the opportunity for daily contact with the RSC, Housing Works expects the frequency and method of contact to vary among tenants based on individual service needs and preferences. To this end, the RSC will provide opportunities to engage tenants both formally and informally through scheduled meetings, and by holding regular "office hours" and onsite social events including movie screenings and game nights, with support from the Resident Manager when activities occur in the evenings. The RSC will also keep tenants up to date on ongoing support groups, specialized educational workshops, services, community events, and recreational activities.

   Housing Works' on-site staff will be available 24/7 on an on-call basis to respond to non-property management issues.

   Formal and regularly scheduled monthly meetings will provide the opportunity for tenants, the RSC and building management to convene and engage in an open forum. Agendas will be created collaboratively across all parties and cover topics including updates and reminders, paperwork submissions, inspections, community activities updates, group sessions, property management issues and recreational outings

   Tenants will be encouraged to participate in the Tenant Advisory Committee (TAC), which will meet monthly to have an active tenant voice in policy and house rules, and plan events and opportunities for social interactions to foster social cohesion within the building. Notices regarding upcoming activities will be posted in the recreation room, lobby and laundry room. Activities are diverse and may include movie nights, outings, or even volunteer-led activities. With input from the TAC, activities and groups are based on the interest of the tenants. While some events may be held outside of Palo Verde Apartments in the community, the project's physical space is designed to support many opportunities that will foster social cohesion and the provision of services.

7. N/A – Palo Verde Apartments will not provide housing for homeless youth.

8. Housing Works staff receives training on cultural issues, including practice on the dynamics resulting from cultural differences, and ways in which services can be adapted to meet cultural needs. Housing Works staff are fluent in English and Spanish. They will identify translation services as needed. These language services will be utilized when needed for tenant-property management communication. Housing Works provides supportive services in permanent supportive housing to over 200 households throughout Los Angeles-involving persons from diverse cultural backgrounds. The HW staff includes individuals from Cambodia, Mexico, Argentina, Cuba, and throughout the U.S. In addition, the staff represents persons from the LGBT community and people in recovery from mental illness and substance abuse.

9. Housing Works will serve as on-site service coordinator and Barker Management will serve as the property management agent for Palo Verde Apartments. Barker Management, along with HCHC's asset management team is responsible for the on-going operations of each building, including the physical

maintenance, regulatory compliance and property management, which includes lease administration and admissions.

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

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

10. Plan for developing House Rules. Provide a copy of any rules that will be provided at lease up.
    Prior to lease up, HCHC in collaboration with the Housing Works' RSC and Barker Management, will develop the House Rules. These House Rules will become a part of the lease document. Once the building is leased up, the Tenant Advisory Committee will be established. Part of their role is to advise on House Rules. We will look to TAC for their suggestions for Rules modifications.

Supportive Services Chart

List all the services to be provided to MHSA tenants in the MHSA Rental Housing Development, including any in-kind services essential to the success of your Supportive Services Plan. Add additional lines to the Supportive Services Chart 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.	List the name of the proposed service provider.	Indicate where the service is to be provided - onsite or offsite. For offsite services, indicate the means by which residents will access the service.
1	Case management	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Housing Works	Onsite
2	Mental health services	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Arcadia Mental Health Center (DMH)	Offsite, 5.2 mi from project site. Accessed by Housing Works van or public transportation (direct line from property)
3	Physical health services	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	AltaMed Medical and Dental Group	Offsite, 5.2 mi from project site. Accessed by Housing Works van or public transportation (direct line from property).
4	Substance abuse services	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Housing Works	Onsite
5	Life skills training	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Housing Works	Onsite
6	Money Management	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Housing Works	Onsite
7	Benefits/Entitlements support and advocacy	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Housing Works	Onsite
8	Linkages to Community-based services	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Housing Works	Onsite
9	Employment/vocational	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	Goodwill Industries of Southern California	Offsite, 2.1 mi from project site. Accessed by Housing Works van or public transportation (direct line from property).
10	Educational linkages	9 MHSA/DHS tenants, some portion of 15 homeless veterans who are frequent users of DHS	El Monte-Rosemead Adult School	Offsite, 2.8 mi from project site. Accessed by Housing Works van or public transportation (direct line from property).

Primary Service Provider:	Housing Works

(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.)