



**SAN MATEO COUNTY
HEALTH DEPARTMENT
BEHAVIORAL HEALTH AND RECOVERY SERVICES DIVISION**

**Mental Health Services Act (MHSA)
HOUSING COMPONENT**

CEDAR STREET APARTMENTS PROJECT

December 03, 2008

Background

The passage of Proposition 63 (Mental Health Services Act or MHSA) in November 2004, created the first opportunity in many years for the California Department of Mental Health (DMH) to provide increased funding, personnel and other resources to support county mental health programs and monitor progress toward statewide goals for mentally ill children, transition age youth, adults, older adults and families. The Act addresses a broad continuum of prevention, early intervention and service needs and the necessary infrastructure, technology and training elements that will effectively support this system.

The MHSA Housing Program component of the Act has the stated goal of creating 10,000 additional units of permanent supportive housing for the mentally ill population. This is a collaborative program administered by the California Housing Finance Agency and the State Department of Mental Health. Developed in collaboration with the California Mental Health Directors Association and other stakeholders, this program is anticipated to receive MHSA funding for the next 20 years --if successful.

Funding and program requirements were released in August of last year, and applications to the state are being accepted. The Application includes the proposed housing development and a description of/commitment to supportive services. Applications will be submitted jointly by the County and the developer, and reviewed/approved on a project-by-project basis

The Behavioral Health and Recovery Services Division, in collaboration with our County's Department of Housing and the Human Services Agency's Shelter Services (HOPE Plan staff) are working collaboratively to plan and implement the MHSA Housing program for San Mateo County.

Administratively, the MHSA Housing program applications submitted to the State for approval are considered updates to a county's Community Services and Supports (CSS) Three-Year Program and Expenditure Plan. As such, 30-day public review and comment of proposed supported housing projects is required to take place prior to submission of the MHSA Housing application to the Department of Mental Health and to CalHFA, although no public hearing is required.

How to provide input:

If you have comments, please send them to:

- ◆ Chris Coppola, BHRS Deputy Director for Adults and Older Adults, 2000 Alameda de las Pulgas, San Mateo, CA 94403, (650) 573-2038, ccoppola@co.sanmateo.ca.us; or to
- ◆ Judy Davila, AOD Manager, BHRS, 225 37th Ave., San Mateo, CA 94403, (650) 802-5057, jdavila@co.sanmateo.ca.us or to
- ◆ Sandra Santana-Mora, MHSA Coordinator, BHRS, 225 37th Ave., San Mateo, CA 94403, (650) 573.2889, ssantana-mora@co.sanmateo.ca.us.

After December 3rd, 2008 this draft proposal will be posted on our website, www.smhealth.org/BHRS. Hard copies are available upon request. Visual description of the project available at the BHRS Program Office, 225 37th Ave., 3rd floor, San Mateo, CA 94403.

PROJECT INFORMATION

Project Sponsor's Entity Name:	Mental Health Association of San Mateo County
	2868 Spring Street, Redwood City, CA 94063
Developer Entity Name:	Cedar Street Apartments, Inc.
	2868 Spring Street, Redwood City, CA 94063
Project Manager Entity Name:	Pinnacle AMS
	4340 Stevens Creek Blvd., San José, CA 95129
Primary Service Provider:	Mental Health Association of San Mateo County
	2868 Spring Street, Redwood City, CA 94063
Project Address:	110 Cedar Street, Redwood City, CA 94063

Total # of units and bedroom types:	14 studio apartments
	1 1-bedroom manager's unit

Total # of MHSA units and bedroom types:	14 studio apartments
MHSA Target Population:	Adults
Type of development:	Rental – new construction
Type of building:	Apartment

Total Cost of the Development:	\$5,229,748
Total Cost of MHSA Units:	\$4,881,446
Amount of MHSA funds requested:	\$1,400,000

BRIEF DESCRIPTION OF THE PROPOSED DEVELOPMENT OR DEVELOPMENT CONCEPT

Cedar Street Apartments will be developed as a supported housing project with 14 studio apartments for adults with chronic mental illness, and one 1-BR apartment for an on-site property manager. Extremely low, very low and low-income adults with serious and persistent mental illness will receive housing and critical support services to help them maintain their housing and live successfully in the community. Support staff will include a dedicated case manager, access to a public health nurse, clinical social worker, and an occupational therapist. On-site activities will be coordinated through MHA's Friendship Center Coordinator and community volunteers. There will be an onsite property manager in residence and a property management firm will be contracted with to provide overall management of the units and to keep the property in excellent condition. The building design is two-story, wood frame construction, around a central courtyard and includes office space for support staff, and a community room with kitchen for residents. The proximity of the site to public transportation within one block, community services and shopping, will encourage residents' independence. The site is located within walking distance to restaurants, supermarkets, a major shopping center, and SamTrans.

BRIEF SUMMARY OF PROJECT SPONSOR'S RELEVANT EXPERIENCE, INCLUDING DEVELOPING AND/OR MANAGING HOUSING FOR THE TARGET POPULATION

Cedar Street Apartments, Inc. is a single-purpose corporation with a Board of Directors appointed by the Mental Health Association (MHA) of San Mateo County. MHA has owned, developed, and operated housing for individuals with serious and persistent mental illness since 1986. MHA opened the first emergency shelter for this population in 1986. This shelter continues to be the only of its kind in the county. MHA owns nine housing projects for individuals with serious and persistent mental illness in San Mateo County, covering all stages of housing, from emergency shelter and transitional housing to permanent and permanent supportive housing. MHA developed Belmont Apartments, a 25-unit apartment building for homeless individuals with serious and persistent mental illness, which opened in 2005. MHA's case management and other support staff are on-site during the days, and a property manager resides on-site, with emergency availability on evenings and weekends. Cedar Street Apartments will have a similar structure. In addition, MHA has a 30-year history of providing education and social support programs, including Friendship Centers (providing social and recreational opportunities to adults with mental illness), CHRIS Program (providing OT and daily living skills support to clients in the community), and Community Friends (providing peer support/employment).

BRIEF SUMMARY OF PROPOSED SUPPORTIVE SERVICES PLAN FOR THE PROJECT

The initial engagement of each tenant will be a critical component in providing ongoing, appropriate and necessary supportive services. Outreach and engagement

activities will occur upon referral to Cedar Street Apartments in an effort to identify the personal needs and interests of each client.

Resident support services will include, but are not limited to:

- Comprehensive Case Management Services including regular visits, referral for medical or mental health services, assistance with completion of forms and applications, medication management and regular support and assistance in symptom and illness management.
- Daily Living Skills Training including cooking, budgeting, money management, cleaning, and more.
- Transportation Assistance and Training, which will include support and assistance to complete transit discount application, help using schedules and one-on-one support in using any and all needed forms of public transportation.
- Pre-Employment Activities, e.g., résumé writing, employment interview technique practice and job search.
- Supported Employment Activities through Vocational Rehabilitation Services.
- Social and Recreational Activities through MHA's Friendship Center Programs and on-site social activities.
- Occupational Therapy and Treatment, including an assessment of daily living skills and follow-up treatment recommendations for deficits, inventory of learning styles, etc.

BRIEF DESCRIPTION OF STATUS OF PROJECT SITE CONTROL, ZONING, PUBLIC APPROVALS OR ANY OTHER ISSUE THAT MAY BE REQUIRED TO PROCEED WITH PROJECT ACQUISITION/CONSTRUCTION

The Mental Health Association of San Mateo County owns the Cedar Street property. The property ownership and funding will be transferred to Cedar Street Apartments, Inc. before construction begins. Clean-up work has been completed on the site.

Plans for Cedar Street Apartments have been approved by the City of Redwood City Architectural Review Committee, and have been reviewed by the Zoning Committee and Planning Commission. On November 10, 2008, the project will be presented to the City of Redwood City Council for zoning and use permit approvals.

***BRIEF DESCRIPTION OF DEVELOPMENT FINANCING PLAN FOR THE PROJECT
INCLUDING ANY SECURED FUNDING COMMITMENTS***

A HUD 811 fund reservation has been awarded for this project, in the amount of \$1,792,800, plus rental subsidies for three years in the amount of \$ 242,700. In addition, funding support for purchase of the site was received from the City of Redwood City in the amount of \$748,000. San Mateo County Department of Housing provided funding in the amount of \$527,000 to purchase the site. MHA has an application pending to the City of Redwood City RDA funding, which will be used for off-site improvements and fees in the amount of approximately \$170,500. The seller provided \$250,000 in cash back for toxics mitigation, which has been completed. MHA will raise the balance of funds in private donations.

CONSISTENCY WITH THREE-YEAR PROGRAM AND EXPENDITURE PLAN

The criteria below are consistent with San Mateo County's CSS Plan. The CSS Plan identifies the following target populations as priority populations for MHSA funded FSP services.

- Seriously mentally ill and dually diagnosed adults, including 1) those eligible for diversion from criminal justice incarceration if adequate multi-agency community supports can be provided; 2) currently incarcerated individuals for whom early discharge planning and post-release partnership structure and support may prevent recidivism and/or re-hospitalization; 3) individuals placed in locked mental health facilities who can succeed in the community with intensive supports; and 4) individuals whose mental illness results in frequent emergency room visits, hospitalizations, and homelessness that puts them at risk of criminal justice or institutional placement.
- Older adults and 'transition age' adults who are seriously mentally ill, are currently or at risk of being institutionalized, and could live in a community setting with more intensive supports. These older adults and transition age adults have a high rate of co-occurring medical conditions that exacerbate or impact their ability to remain in home/community environments.

DESCRIPTION OF TARGET POPULATION TO BE SERVED

- San Mateo County residency
- Enrolled in or pending enrollment in San Mateo County Behavioral Health & Recovery Service Full Service Partnership (FSP), Intensive Case Management (ICM) or Integrated FSP services
- Household contains an adult with serious mental illness, a medically fragile adult/older adult with serious mental illness, a transition age youth (TAY) with serious mental illness.
- "Homeless" OR "At-Risk of Homelessness" as defined below
- Applicant has had difficulty obtaining/maintaining housing

- Applicant must be willing to enroll and participate in Rep Payee or similar Third-Party Rent Payment services prior to lease signing. Applicants with a pre-existing payee may continue that payee relationship; those lacking a payee will be connected to an authorized service provider through BHRS.
- **Must be over 18 years of age, or an emancipated minor**
- **May not be registered sex offender.**
- **May not have been convicted of manufacture of methamphetamine.**

TENANT SELECTION PLAN

I. Referral and Selection

Cedar Street Apartments is a new construction, 15 unit apartment building, of which 5 units will be designated as MHSA units. The San Mateo County Health Department, Behavioral Health and Recovery Services (BHRS) Division has developed a universal tenant referral and certification process that will be utilized. The process detailed below refers only to the designated MHSA units. Referrals to Cedar Street Apartments MHSA units will be made by BHRS directly to the development per the Tenant Referral and Certification Plan outlined below in Section D.3.a. Applications for non-MHSA units are to be submitted to Cedar Street Apartments, Inc., 2686 Spring Street, Redwood City, CA 94063.

Any prospective tenant who contacts the project directly will be given information regarding the application process for any units for which they may meet the basic eligibility criteria. This information will include information regarding eligibility criteria for the MHSA units and contact information for BHRS. MHSA eligible tenants have the right to also apply for non-MHSA units in the project for which they meet basic eligibility criteria.

Once a prospective tenant is referred by BHRS to the project, a meeting will be scheduled between the prospective tenant and a representative of the Cedar Street Apartments, Inc. property management staff to:

- review application
- tour the site and answer questions
- complete paperwork related to credit check, criminal justice background checks
- review condition of tenant lease and tenant and community rules

Prospective tenants will be given the opportunity to indicate an interest or to decline the available unit. In order to proceed, property manager should feel confident that tenant can and will be able to abide by the lease conditions and community rules.

II. Program Eligibility

Cedar Street Apartments, Inc. contains 15 units, of which 5 are designated as MHSA units. All 15 units have been developed specifically for single adults who are

diagnosed with a serious mental illness and are homeless or at risk of homelessness. The units are designed to be occupied by single individuals, with 14 units for tenants and one unit for a resident on-site manager. In order to qualify specifically for the designated MHSA housing units, clients must satisfy the MHSA Housing program eligibility criteria as detailed in the Tenant Referral and Certification Plan. The project sponsor will not be responsible for determining eligibility. BHRS will determine basic eligibility and maintain a centralized referral list of qualified applicants. Referrals of eligible applicants will be made by BHRS directly to the development.

Prospective tenants for the MHSA units must meet all of the following eligibility criteria:

- San Mateo County residency
- Enrolled in or pending enrollment with San Mateo County Behavioral Health & Recovery Service Full Service Partnership (FSP), Intensive Case Management (ICM) or Integrated FSP services
- An adult with serious mental illness, a medically fragile adult/older adult with serious mental illness, a transition age youth (TAY) with serious mental illness.
- “Homeless” OR “At-Risk of Homelessness” as defined below
- Applicant has had difficulty obtaining/maintaining housing
- Applicant must be willing to enroll and participate in Rep Payee or similar Third-Party Rent Payment services prior to lease signing. Applicants with a pre-existing payee may continue that payee relationship; those lacking a payee will be connected to an authorized service provider through BHRS.
- **Must be over 18 years of age.**
- **May not be registered sex offender.**
- **May not have been convicted of the manufacture of methamphetamine.**

III. Consistency with CSS Plan and MHSA Housing Program target populations

The criteria above are consistent with San Mateo County’s CSS Plan. The CSS Plan identifies the following target populations as priority populations for MHSA funded FSP services.

- Underserved children and youth, 0-18 years of age, and transition age youth, 16-25 years of age, with serious emotional disorders.
- Seriously mentally ill and dually diagnosed adults, including 1) those eligible for diversion from criminal justice incarceration if adequate multi-agency community supports can be provided; 2) currently incarcerated individuals for whom early discharge planning and post-release partnership structure and support may prevent recidivism and/or re-hospitalization; 3) individuals placed in locked mental health facilities who can succeed in the community with intensive supports; and 4) individuals whose mental illness results in frequent emergency room visits, hospitalizations, and homelessness that puts them at risk of criminal justice or institutional placement.

- Older adults and ‘transition age’ adults who are seriously mentally ill, are currently or at risk of being institutionalized, and could live in a community setting with more intensive supports. These older adults and transition age adults have a high rate of co-occurring medical conditions that exacerbate or impact their ability to remain in home/community environments.

IV. Reasonable Accommodation

BHRS application materials and Cedar Street Apartment application materials will contain a notice of the applicant’s right to reasonable accommodation as well as their right to appeal screening decisions. All background information obtained from credit reports, criminal history checks and/or landlord or other personal references will be considered in the light of the project’s commitment to provide housing for people in transition and with special needs, i.e. applicants will have the opportunity to demonstrate that past behavior was related to a disability and request reasonable accommodation. The availability of support services that can assist the applicant in meeting the conditions of tenancy may also be considered in evaluating such information.

For individuals applying for housing in other than MHSA designated units, the process for informing individuals of their right to reasonable accommodations will be similar in that materials in the application packet will contain a notice of the applicant’s right to reasonable accommodation as well as their right to appeal screening decisions. Additionally, during the application process on-site support services staff will be available to provide support and assistance in completing applications, securing needed documentation, and to help property management assess the level of support and applicant may need.

V. Fair Housing

This project will comply with all federal, state, and local fair housing and civil rights laws, as well as with all equal opportunity requirements during marketing, rent-up and ongoing operations. Specifically, the project is committed to requirements of Title VI of the Civil Rights Act of 1964, Title VIII and Section 3 of the Civil Rights Act of 1968 (as amended by the Community Development Act of 1974), Executive Order 11063, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Fair Housing Amendments of 1988, The State of California Unruh Civil Rights Act and legislation which may subsequently be enacted protecting the individual rights of residents, applicants, or staff.

The project will not discriminate against prospective residents on the basis of the fact or perception of their race, religion, creed, national origin, age, color, sex, blindness or other physical or mental disability, marital status, domestic partner status, ancestry, actual or perceived sexual orientation, gender identity, AIDS, AIDS-Related Complex, HIV, medical condition, height, weight, political affiliation or other consideration made unlawful by federal, state or local laws.

The project will not discriminate against prospective residents on the basis of their receipt of, or eligibility for, housing assistance under any Federal, State or local housing assistance program.

Full documentation of all marketing and outreach efforts will be made throughout the marketing process. At the completion of the lease-up effort, an analysis of all marketing efforts will be made to document their effectiveness.

VI. Appeals Procedure

An individual attempting to access MHSA Housing Program units may request an appeal of an ineligibility determination from the BHRS office, their service provider agency, and/or the developer at any stage during the application process. Service providers and developers must develop and maintain their own internal policies and procedures for handling appeals to decisions made by their organizations.

BHRS decisions that may warrant appeal include initial attempt to gain certification of eligibility, denial of recertification, or if a previously certified applicant is removed from the referral list for failure to comply with any of the above procedures. BHRS will ensure that the individuals making the decision on the appeal were not involved in any previous level of review or decision-making. For appeals related to a negative action from the BHRS office, applicants or their representatives may file an appeal orally or in writing with the Office of Consumer and Family Affairs. Staff is available to assist consumers with appeals. Following an investigation, the Quality Insurance Manager will issue a determination within 10 days.

BHRS does not have the authority to overturn a non-selection decision made by Cedar Street Apartments, Inc. The appeals process for a non-selection decision is as follows:

The individual must submit a request for an appeal of a non-selection decision, in writing, with the Cedar Street Apartments, Inc. Executive Director. Forms for this appeal will be available as part of the application packet so that every applicant will have access to an appeal form, should it be needed. Completion of the appeal may be done with the help and support of support service staff if applicant is unable to complete the appeal without assistance. The Executive Director will review the appeal and respond with a decision within 5 business days. If the applicant continues to believe the decision was incorrect, a final, written appeal may be submitted to the Cedar Street Apartments, Inc. Board President. If that occurs, the Cedar Street Apartments, Inc. Board of Directors will meet as a Grievance Committee to review the appeal. A written decision will be made and forwarded to the applicant within 30 days of receipt. This is the final decision and no further action will be taken.

BHRS TENANT REFERRAL AND CERTIFICATION PROCESS

BHRS has developed a universal tenant referral and certification process that will be utilized by all developments receiving funds from the MHSA Housing program. The process described below refers only to the designated MHSA units in a project.

A. Application Process

For referrals to MHSA Housing Program developments, the San Mateo County Behavioral Health & Recovery Services Division will work with its network of Full Service Partnership, Intensive Case Management and Integrated FSP teams, all of which provide intensive services to persistently and seriously mentally ill adults, older adults, and TAY, as well as children with serious emotional disturbance in San Mateo County. These teams receive referrals from agencies throughout the system of care serving a broad cross-section of homeless mentally ill adults, older adults, transition-aged youth and children in San Mateo County, including shelters, county mental health teams, outreach and case management teams, transitional residential programs, acute psychiatric facilities, the criminal justice system and family and self-referrals.

Referrals will be made by designated FSP, ICM or Integrated FSP provider (the Referral Agencies) to BHRS, which will then certify MHSA Housing Program eligibility. BHRS will designate specific application periods during which tenant certification applications will be accepted. Each Referral Agency shall assist clients in completing tenant certification applications and gathering necessary documentation. In addition to establishing basic program eligibility, the form shall indicate which housing site(s) the client would like to apply for. Clients can designate that they would like to be considered for any sites for which they meet basic eligibility criteria. The Referral Agency shall also review the screening criteria with the client and assist the client to prepare for the screening process.

BHRS staff will review the application and determine if all required documentation is included. If information is missing, the reviewer will alert the Referral Agency and request that the missing information be provided. BHRS will only be establishing basic eligibility for MHSA housing. BHRS will complete the review within ten business days from the close of the application period. MHSA Certification does not take into consideration factors such as credit history, eviction history, or criminal history. This background check information may be collected by the housing provider after a certified applicant is referred for a particular unit.

Applicants deemed ineligible for MHSA Housing units will be given written notification within 10 business days of the close of the application period; this notification will clearly delineate the unmet eligibility criteria and the rationale for the rejection of the application. Applicants who are denied may file an appeal orally or in writing with the Office of Consumer and Family Affairs. Staff is available to assist consumers with appeals. Following an investigation, the Quality Insurance Manager will issue a

determination within 10 days. Details of the appeal process will be provided in the ineligibility notification letter.

B. Certification Process

Certification will be based on satisfaction of the basic eligibility criteria. Eligibility will be established as follows:

- **San Mateo County residency**
- **Enrolled in or pending enrollment with San Mateo County Behavioral Health & Recovery Service Full Service Partnership (FSP), Intensive Case Management (ICM) or Integrated FSP services.**

Enrollment will be verified by the Referral Agency. At its discretion, BHRS may at some future date expand eligibility requirements to include clients who are not currently enrolled in FSP/ICM services but are MHSA eligible and satisfy all other eligibility requirements.

- **“Homeless” OR “At-Risk of Homelessness”**

Clients must be either homeless or at-risk of homeless as defined below:

Homeless, defined as living on the streets or lacking a fixed and regular night-time residence. This includes living in a shelter, motel or other temporary living situation in which the individual has no tenant rights.

OR

At risk of being homeless due to one of the following situations:

- (i) Transition age youth exiting the child welfare or juvenile justice systems.
- (ii) Discharge from crisis and transitional residential settings; a hospital, including acute psychiatric hospitals; psychiatric health facilities; skilled nursing facilities with a certified special treatment program for the mentally disordered; and mental health rehabilitation centers.
- (iii) Release from city or county jails.
- (iv) Temporary placement in a residential care facility upon discharge from (ii) or (iii) above.
- (v) Certification by the county mental health director as an individual who has been assessed by and is receiving services from the county mental health department and who has been deemed to be at imminent risk of being homeless.

Referral agencies will be required to verify homelessness using a form and documentation as specified by the County.

- Applicant has had difficulty obtaining/maintaining housing:

In addition to being either homeless or at-risk of homelessness, the certification must demonstrate that the issues and/or conditions that establish the individual's eligibility for the housing program are the same issues and/or conditions that significantly interfere with his/her ability to obtain and maintain housing; and without services linked to the MHSA Housing Program, the individual will not be able to obtain or maintain housing.

- Applicant must be willing to enroll and participate in Rep Payee or similar Third-Party Rent Payment services prior to lease signing. Applicants with a pre-existing payee may continue that payee relationship; those lacking a payee will be connected to an authorized service provider through BHRS.

C. Referral List

Once the application period has closed, BHRS will utilize a lottery system to determine the order in which candidates will be screened and referred to the project or projects with vacant MHSA units. If vacancies are available at more than one site, the applicant will be given the option to choose his/her preferred site. If no vacancies are available, the eligible applicant will remain on the referral list and will be given the next appropriate referral. BHRS reserves the right to recertify those on the referral list periodically and/or purge the list periodically in order to ensure that the referral list is current, that candidates for housing can be located, and that those on the referral list remain eligible.

REFERRAL PROCESS

When an MHSA unit becomes available, the site will notify BHRS and request that an applicant be referred. BHRS will determine who the next eligible client is based on the order of the referral list and will forward the client's name and contact information to the housing site. At least three referrals will be requested for each opening. The housing provider will contact the applicant and screen the applicant using their usual screening criteria and will notify BHRS of the outcome (accepted housing, rejected, no-show or declined housing).

Clients who are already housed, who reject two or more offers of housing or who are no-shows at two or more housing sites, or who refuse to enroll in rep payee/third-party rent payment services will be removed from the referral list. Clients who are removed from the list due to two no-shows may reapply during the next application period. Clients who are rejected from one housing site may maintain their spot on the referral list and be subsequently referred to other sites.

The Referral List may be closed to new applications at the County's discretion when the number of applicants on the list exceeds two times the total number of MHSA Housing units/slots in the stock. The list will be reopened as the current clients are removed from the list. At the County's discretion, eligibility certification may be

conducted only for specific target population groups for whom there are vacancies if the certified referral list does not have sufficient eligible applicants to fill the units.

SUPPORTIVE SERVICES

Cedar Street Apartment Support Services will be designed to target specific and unique needs of the tenants, particularly around their ability to become and remain good tenants, to maintain their housing without disruption, to identify and achieve goals associated with their own wellness and recovery, and the opportunity to feel connected to a larger community.

Services

MHA of San Mateo County will be the identified, on-site service provider and will make use of its extensive network of support services and programs on behalf of Cedar Street tenants. MHA will hire one, full-time Support Service Coordinator who will be available to provide on-site services to tenants, and will connect tenants to services at other locations based on request, need and interest. The Support Service Coordinator will work closely with the FSP case manager for each FSP client. A resident property manager will also work and live on-site. MHA anticipates adding hours to expand the services of its Public Health Nurse on contract, consumer-staffed Community Friends team, and will dedicate Friendship Center Activity Coordinator time to the site and to work with the individuals. Additional hours from MHA's Occupational Therapist and interns will be directed to the site, particularly during lease up and initial occupancy.

The initial engagement of each tenant will be a critical component in providing ongoing, appropriate and necessary supportive services. Outreach and engagement activities will begin upon referral to Cedar Street Apartments in an effort to identify the personal needs and interests of each client. Ongoing engagement activities will take the form of identifying shared interests, helping to work side by side with residents in completing forms, obtaining needed documentation, unpacking, shopping, cleaning, learning to use the computer, and a host of other practical, helpful assistance which can be useful in developing trust and breaking down barriers.

Support Services for tenants will include, but are not limited to:

- Comprehensive Case Management Services including regular visits, referral for medical or mental health services, assistance with completion of forms and applications, medication management and regular support and assistance in symptom and illness management.
- Daily Living Skills Training including cooking, budgeting, money management, cleaning, and more.

- ❑ Transportation Assistance and Training which will include support and assistance to complete transit discount application, help using schedules and one-on-one support in using any and all needed forms of public transportation.
- ❑ Pre-Employment Activities, e.g., resume writing, employment interview technique practice and job search
- ❑ Supported Employment Activities through Vocational Rehabilitation Services which may have groups at Cedar Street open to residents and non-residents to make use of the Community Room. Residents will also be referred to the Jobs Plus Program through Caminar.
- ❑ Social and Recreational Activities through MHA's Friendship Center Programs, on-site social activities and participation in Heart and Soul sponsored activities.
- ❑ Occupational Therapy and Treatment, including an assessment of daily living skills and follow-up treatment recommendations for deficits, inventory of learning styles, etc.
- ❑ Coordination of services provided by the FSP program in which the client is enrolled.

Some of these services will also be available, sometimes more appropriately, at other sites, such as Vocational Services for pre-employment and supported employment activities, and the use of existing Friendship Center and Heart and Soul sites for activities. The Chart in D5 delineates which services are expected to be provided on or off site and by whom. Efforts will be made to make a variety of services available on-site as needed, and desired by tenants.

Typically support services will be available Monday through Friday, with some services available evenings and weekends. There will be an on-site resident manager available for after hours and overnight assistance and an emergency number for hours when staff is not on-site.

It is anticipated that services will be made available through a mix of staff which will include self-identified consumers. MHA also offers a Community Friends Program which is staffed exclusively by self-identified consumers, and it is expected that staff from this program will have a significant and valuable role at Cedar Street.

Strategies and Assistance in Maintaining Housing and Supporting Stability and Recovery

The support services plan includes things that have all been identified as critical elements in helping tenants to successfully maintain their housing, build community and useful in helping each tenant set and achieve personal goals to move him/her forward in a recovery plan. MHA staff members will continue to listen closely to what tenants believe helps them feel healthy, successful and part of a community and then

make every effort to secure that item or resource. To that end MHA has been able to obtain funding for the services of a nurse who has been able to provide traditional and non-traditional care and services for tenants in MHA other housing sites. MHA also obtained funding for a Lifestyle Enrichment Program which paid for MHA clients to identify something they felt would significantly improve their life, but which was financially unaffordable. The program paid for people to obtain gym memberships, see a play, take an art class, buy roller blades, obtain orthotic devices for shoes, pay for a dental bridge, and go camping. Elements of what was learned from this program will be incorporated into the program at Cedar Street.

Additionally and on a practical level, support service staff will be available to assist tenants in all activities of daily living and will work side by side with tenants to ensure they are able to make best use of their units, and access needed services on-site and off.

Service Providers and Property Management

Cedar Street Apartments will have two office spaces. One will be used to accommodate the Property Management program and will be the office for the on-site property manager who will reside in the one-bedroom unit of the building. The second office will be used by the Support Service Coordinator and other staff, as needed. There will be Support Services staff on-site most weekday hours, some weekend and evening hours. The Property Manager will post office hours that are convenient for tenants and complimentary to the Support Service Staff hours to ensure that tenants will have ample opportunity to obtain needed services.

Site Coordination meetings between the Property Manager and Support Service staff will take place at **least** weekly and will cover issues including, but not limited to:

- Needed repairs to individual units and the community spaces, including plans to make the repairs.
- Delinquent rents-tenants whose housing is in jeopardy due to failure to pay rent or comply with authorized payment plans.
- On-going behavior in violation of the lease agreement/community rules and/or behavior that jeopardizes the right to quiet enjoyment and safety of other tenants.
- Individuals and community activities intended to help build community within Cedar Street or the surrounding community.

In addition to site coordination meetings, Community Meetings will be held on a weekly basis, on-site. At this meeting, building management staff and support service staff and tenants or tenant representatives will meet to develop strategies to address incidents that jeopardize the safety and security of tenants or employees and to plan activities, events, services and/or resources that empower tenants and help build community.