Swarthy World Society
Supportive Housing and Services Plan

D.1 - Consistency with Three-Year Program and Expenditure Plan

Swarthy Inc.'s plan for shared housing in the Palmdale/Lancaster area is consistent with the Los Angeles County's Mental Health Services Act (MHSA) Community Services and Supports (CSS) Plan in its objectives, planning, design, social services and targeted populations. The Three-Year Program and Expenditure Plan proposes the distribution of housing and associated services based on several fundamental goals that include promoting recovery for all who struggle with mental health issues; achieving positive outcomes; delivering services in culturally appropriate ways, honoring the differences within communities; providing services to people where they live, throughout the region; and ensuring that services are delivered in ways that address disparities in access to services, particularly disparities affecting ethnic and cultural communities. In addition, this project will provide a supportive housing resource in the Antelope Valley, an underserved part of Los Angeles County.

Swarthy, Inc's (SWS) project will provide housing with associated supportive services for eight individuals or couples in a homelike environment. SWS staff will be onsite to provide case management, and will connect residents to outside resources. Supportive mental health services will be provided by the LA County Department of Mental Health.

The primary objective of this supportive services plan is to establish a support system which will enable the individual to maintain tenancy and increase the individual's wellness, recovery, and resiliency. The overarching principles of the plan are client/resident choice, empowerment, and voluntary participation in services. Because of the challenges faced by persons with mental illness in entering housing after extended periods of homelessness, SWS staff will be available "on-call" 24/7 to respond to emergencies.

Services will assist residents to establish and maintain wellness in mental and physical health, increase independence, and live in a safe and secure housing environment. Residents will be supported to pursue educational and training goals, to reduce or stop substance abuse, to maintain a treatment plan including medication, and to engage in the broader community. We expect that residents will complete educational goals and increase incomes, and that hospitalizations and incarceration will decrease. The Case Manager will assist residents to access resources in the community, including mental health counseling, peer wellness groups, medication management, employment and educational/training services, life skills workshops, substance abuse services, and self-help groups.

D.2 Description of Target Population to be Served

Swarthy, Inc. (SWS) will target homeless adults aged 26 to 59 for this project. Each resident must be a consumer of the Los Angeles County Department of Mental Health (LACDMH).

The household must qualify as very low-income—30% of Area Median Income (AMI). Eligible households for this program must include an adult eligible to receive MHSA services in Los Angeles County, including those with major mental illness with co-occurring disorders (mental illness with substance abuse or mental illness and developmental disability).

Due to the nature of the units—one bedroom in a shared house—the household is limited by MHSA guidelines to a maximum of two persons. At least one of these residents must qualify under MHSA guidelines.

Each household must include at least one member who is homeless or at risk of homelessness, defined as follows:

"**Homeless**" means living on the streets, or lacking a fixed, regular, and adequate night-time residence. (This includes shelters, motels and living situations in which the individual has no tenant rights.)

Individuals who are "**at risk of homelessness**" include:

- Transition-age youth (as defined in Welfare and Institutions Code Section 5847(c), and in Title 9, California Code of Regulations, Section 3200.80) exiting the child welfare or juvenile justice systems (however, this group is not targeted for this project).

- Individuals discharged from institutional settings including:
    - Hospitals, including acute psychiatric hospitals, psychiatric health facilities (PHF), skilled nursing facilities (SNF) with a certified special treatment program for the mentally disordered (STP), and mental health rehabilitation centers (MHRC)
    - Crisis and transitional residential settings

- Individuals released from local city or county jails

- Individuals temporarily placed in Residential Care Facilities upon discharge from one of the institutional settings cited above

- Individuals who have been assessed and are receiving services at the county mental health department and who have been deemed to be at imminent risk of homelessness, as certified by the county mental health director.

D.3 Tenant Selection Plan & Process

Los Angeles County Department of Mental Health (LACDMH) will refer potential tenants to the Swarthy World Services (SWS) project. The project will also accept referrals from other providers, including Mental Health America (MHA), the Full Service Partner provider for Service Area 1.

SWS will work with other local service providers, and within the primary market area to market the proposed permanent supportive housing units to eligible applicants. In addition to advertising vacancies, SWS will accept referrals from a network of government and nonprofit service agencies. Sources of referral will include LACDMH, local shelters, food programs, local religious organizations, mental health and other health care agencies, law enforcement, and ethnically and linguistically diverse community-based organizations.

SWS will assist applicants to fill out the rental application and documenting qualification for tenancy. SWS staff will introduce the prospective tenant to the Property Manager and will do a physical walk-through of the living unit in advance of move-in, to familiarize the applicant with the workings of the unit and the building.

Program Eligibility

The Shared Housing program allows up to two residents per shared housing unit. The household must qualify as very low-income—30% of Area Median Income (AMI) or below—and be eligible to receive MHSA services in Los Angeles County. Eligible households for this program must include an adult suffering from major mental illness, including those who have co-occurring disorders (mental illness with substance abuse or mental illness and developmental disability).

Additionally, the qualifying household member must currently be homeless or at risk of homelessness in accordance with the MHSA Housing Program definition. Homeless status is defined as an individual who is living on the streets, or lacking a fixed, regular, and adequate night-time residence, including shelters, motels and living situations in which the individual has no tenant rights.

"At risk of homelessness" individuals include transition-age exiting the child welfare or juvenile justice systems; those discharged from institutional settings; individuals released from local city or county jails; individuals temporarily placed in Residential Care Facilities upon discharge from an institutional setting; and others who have been assessed and are receiving services at the county mental health department and who have been deemed to be at imminent risk of homelessness, as certified by the county mental health director.

Tenant Referral and Certification

Applicants may apply for residency in the MHSA-designated units at SWS by submitting the Tenant Certification Application. The Case Manager will assist

applicants in filling out the form and will verify homeless status before submitting the application to LACDMH's Housing Policy and Development Unit (HP&D) for processing. SWS's Case Manager will verify homeless status by obtaining written verification from the staff of an emergency shelter, another shelter designed to provide temporary living accommodations, or institution that provides temporary residence for individuals intended to be hospitalized.

If a homeless applicant is coming directly from the streets or other place not meant for human habitation, the verification may come from staff of an outreach, service or other organization that has assisted the applicant in the recent past.

If unable to obtain third-party verification, the Case Manager may prepare a short statement about the person's previous living situation for the applicant to sign.

Certification and approval of MHSA qualification will be in accordance with the Tenant Referral and Certification Process approved by Los Angeles County's Department of Mental Health. Documentation of mental illness may include verification of an eligible diagnosis in County-held records of diagnoses determined in mental health service programs or other agencies. If County records show no documented history, DMH will arrange for assessment and diagnosis by a clinician or psychiatrist on its own staff. In some cases, an applicant will be referred to the project by a treatment center or institution that will provide a diagnosis as part of the referral.

Referral List

LACDMH will provide the MHSA Certification to verify the applicant's qualification to receive MHSA services. Applications will be processed by SWS in the order in which they are received from HP&D. If no units are available, SWS will place eligible applicants on the referral list upon verification of program eligibility. As eligibility may change over time applicants will be recertified as appropriate. Applicants will be given written notification from SWS of their assignment to the waiting list or reason for program denial after consideration of the program requirements (i.e. verification of homelessness and mental disability).

SWS will provide all necessary support during the screening process, including, if desired by the applicant, assisting the applicant to complete the required paperwork, arranging for or providing transportation, and accompanying the applicant during interviews with property management staff.

Property Management Screening

When a specific unit becomes available, the next eligible applicant from the waiting list will be referred to SWS for screening for housing eligibility. The property management screening will occur on-site or other location convenient for the applicant. The screening will include review of the completed application and program verification forms from SWS, third party income verification, review of landlord and/or other references, credit report, and criminal history check.

Landlord or personal references

Landlord references and a credit report provide information on the applicant's history as a tenant. These checks are conducted to determine if an applicant has:

- Demonstrated an ability to pay rent on time and in full;
- Followed the rules and regulations;
- Kept his or her residence in a clean and sanitary manner;
- Kept his or her residence undamaged; and
- Behaved as a good neighbor and tenant.

If landlord references are not available, two references from non-family members will be required. References may be provided by the staff of a homeless shelter, other homeless service providers, social workers, or others involved with the applicant in a professional capacity, and should include as much information as possible about where the applicant has been living for the past 3 years.

Criminal Background Check

A check will be made of criminal conviction records for the past ten years each household member. Felony offenses may be grounds for rejection if such offenses involve physical violence to persons or property, domestic violence, sexual abuse, sales of narcotics, illegal weapons possession, any form of assault, breaking and entering, burglary or drug related convictions. (However, applicants will not be denied for felony convictions which were subsequently reduced to misdemeanors under Prop 36.) Applicants will be provided with the criminal background record and given an opportunity to respond and to provide evidence of incorrect information or mitigating factors.

Reasonable Accommodation and Right to Appeal

All applicants will be given notice in the application package of their right to reasonable accommodation as well as their right to appeal negative screening decisions. In the case of a rejected application, the applicant will be given written notification of specific reason for denial from SWS after the Property Management screening. All notices of denial will include information on the right to appeal and a reminder notice of the right to reasonable accommodation for disability. A copy of any denial notice for MHSA-eligible applicants will be sent to DMH, which may assist applicants in appealing a denial.

Background information obtained from credit reports, criminal history checks and/or landlord or personal references will be considered in the light of the project's commitment to provide housing for people in transition and with special needs. Applicants with negative background information will meet with the Case Manager and Property Manager to have the opportunity to demonstrate that past behavior causing those issues was related to a disability and request reasonable accommodation. The availability of supportive social services that may assist the applicant in meeting the conditions of tenancy may also be considered as mitigating circumstances in evaluating such information.

Applicants will be given written notification from SWS of the approval of their application or the reasons for denial after consideration of program eligibility.

Fair Housing

With respect to the treatment of applicants, SWS and its Property Management agent 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 familial status in a household, acquired immune deficiency syndrome (AIDS) or AIDS-related conditions (ARC), or any other arbitrary basis.

D.4 Supportive Services Plan

Primary Service Providers

Residents of the shared housing development will receive services through the Los Angeles County Department of Mental Health (LACDMH). Clinical services and medication management will be available through DMH's local clinic, and clinically supported, peer-directed wellness activities are available at the Antelope Valley Service Center. Crisis support is provided by DMH's Psychiatric Mobile Response Team with backup from SWS' case manager.

Swarthy, Inc. (SWS) will provide case management for its residents with serious mental illness, including those who have co-occurring substance abuse disorders.

SWS successfully operates the six-bed Clay House, an Adult Residential Facility for the dually diagnosed, licensed by LACDMH. SWS renovated and furnished the property, and provides property management. Residents are provides three meals a day and a Case Manager provides case management, medication management, life skills training, and training in computer usage and other vocational training.

The Clay House has six beds and accepts referrals from LACDMH, Mental Health America, the Antelope Valley Hospital, Olive View Medical Center, Henry Mayo Memorial Hospital, High Desert Hospital, White Memorial Hospital, and Pacifica Hospital as well as other service providers from Los Angeles and the Antelope Valley.

Proposed Services

SWS will provide onsite service coordination, case management and supportive services to its residents. These services will support the move of the homeless individual from the streets to stable housing.

SWS will provide case management to support each resident's adjustment to living in housing. The Case Manager will consult with the resident to develop an Individualized Service Plan (ISP) which defines goals and identifies the resources necessary to achieve them. The Case Manager will assist the resident to to monitor their progress and to achieve their goals. They will work with the resident to establish goals for educational attainment and job training. The Case Manager will assist residents to qualify for benefits including MediCal, SSI and food stamps. The Case Manager will have a fund to assist transportation to places in the community, will provide transportation to meetings when necessary, and will help the resident to obtain a discounted transit pass.

The Case Manager will work with residents in their home to learn the things they need to know to live independently, including cooking classes, meals planning and housekeeping skills. SWS will sponsor weekly house meals and coordinate house meetings. When necessary, the Case Manager will work with residents on money management. In addition, computer courses will be taught onsite.

The ISP will identify wellness goals, and the Case Manager will assist the resident in maintaining medication compliance, in dealing with substance abuse issues, and socialization goals. The Case Manager will monitor ongoing progress and evaluate how the resident is functioning in supportive housing, and will intercede where problems emerge which might cause eviction.

Clinical services will be provided by LACDMH, including psychiatric services, medication management, and crisis intervention.

Onsite Service Delivery

- **Individualized case management** will be provided onsite. At move-in, the Case Manager will work with the resident daily to ensure that the resident is adjusting to living independently. The Case Manager will develop an Individualized Service Plan (ISP), identifying goals and resources to attain wellness and stability. After the resident has become adjusted to the new environment, the Case Manager will meet at least weekly with each resident, more often as needed.
- **Coordination with Property Manager:** The Case Manager and the Property Manager will be in contact on a regular basis so that the Case Manager can assess the ongoing wellness and progress of individual residents. The Case Manager will work to support the tenant in resolving issues which would endanger tenancy, like nonpayment of rent or infractions of house rules.
- **Response to mental health crisis:** SWS/DMH will respond to mental health crisis/emergencies as necessary if individuals are deemed to be endangering self or others.
- **Independent living skills:** will be provided by the Case Manager on a one-on-one basis.
    - **Household skills** SWS will sponsor a weekly meal where residents will learn to cook, clean and cooperate with each other.
    - **Money management:** when necessary, the Case Manager will provide instruction in budgeting.
    - The Case Manager will assist residents who need to learn cleaning and organizing skills, and will work with residents to avoid hoarding when necessary.
- **Eviction prevention:** Eviction prevention support will be incorporated in all case management activities and will be supported by linkage to money management.
- **Substance abuse intervention:** The Case Manager will facilitate linkages to residential treatment and outpatient services. Residents with a history of drug or alcohol dependency will be directed to local 12-step programs for peer support, and the resident's goals for sobriety or harm reduction will be incorporated in their Individualized Service Plan.

Offsite service delivery

- **Client-focused Integrated treatment:** Client expectations are integrated into case management and clinical decisions; integrated treatment also entails the identification and treatment of co-occurring disorders.

- **Benefits education, advocacy, and enrollment:** SWS's Case Manager will provide enrollment assistance and advocacy to secure appropriate entitlements.
- **Client focused wellness initiatives** Residents may participate in peer-facilitated wellness programs through the Antelope Valley Wellness and Enrichment Center and Mental Health America's Discovery Center. 12-step programs are also available at the Antelope Valley Services Center and other sites in Palmdale and Lancaster.
- **Job Training** SWS will provide training in computer skills at the onsite computer facility. In addition, The Case Manager will link residents to work and training opportunities in the area.
- **Community reintegration**: The Case Manager will provide information about potential activities, and will encourage healthy activities such as volunteering, social support groups and vocational development and employment.
- **Transportation supports**. SWS will provide bus tokens, passes or taxi vouchers or will directly transport.
- **Additional services:** SWS staff will distribute food from local food banks and provide transportation money so that residents can access all of the resources in the community.

Assessment of Supportive Housing Needs

SWS's approach will provide support in maintaining mental health and tenancy through an individual service plan. With client consent and signed release, SWS will consult with DMH's clinical staff to develop integrated client treatment plans that facilitate coordination of care among various providers. In addition, the Case Manager will work with the resident to define goals and to identify resources to meet those goals.

DMH's local staff includes a psychiatrist, clinicians, and case managers. SWS's Case Manager will be dedicated to the residents of this project full time.

Wellness, Recovery and Resiliency

Wellness and resiliency are internal resources, but they may be cultivated and restored with the help of others. Recovery in mental health, from substance abuse, and other trauma related to homelessness is a long process, and SWS's residents will have support in recovery and attaining wellness.

The Case Manager will sponsor a voluntary weekly meeting at each site so that residents can discuss issues between them in a supportive environment, and also talk about their progress in adjusting and in achieving personal goals. The community room at each site will be available for scheduled 12-step meetings, and the Case Manager will encourage residents to participate in meetings there or in the community.

Consumer-directed wellness centers are available nearby. The Discovery Center is a consumer-run and staffed community center in Palmdale, available to homeless individuals and persons with mental illness. The Discovery Center provides food

distribution, educational classes, and 12-step programs to meet a variety of needs. Their staff is an additional resource to assist the prospective tenant, if needed, to apply for benefits, and to resolve other practical issues in leaving homelessness and re-establishing life in housing. In addition, LACDMH's Antelope Valley Wellness and Enrichment Center provides clinical support for peer support and wellness groups.

Staffing

Property Management. **SWS** will employ an experienced management company to operate two homes, each with four MHSA tenants. The Property Manager will qualify tenants by doing unlawful detainer checks and credit checks; will manage the waiting list; and interview tenants along with the Case Manager.

The Property Manager will inspect the property regularly, perform minor repairs or order them done, and arrange for major repairs. The Property Manager will collect rent, inspect units and maintain tenant records related to the lease and payments. The Property Manager will notify tenants of rent increases and perform annual recertifications of income as required. The Property Manager will work closely with the Case Manager so that they are aware of problems the tenants may be encountering. The Property Manager will notify tenants and the Case Manager of any infractions of the House Rules, and will issue eviction notices when necessary.

Services A Case Manager will be employed full-time by SWS, dedicated to the residents in this project, an 8:1 Resident/Staff ratio. The Case Manager will work with each resident to develop an Individualized Service Plan ISP), and assist the residents in actualizing their goals. The Case Manager will assist the residents in getting along inside the home, and in engaging in activities outside. The Case Manager will schedule community gatherings in each home and occasional gatherings of residents from both homes. The Case Manager will make referrals to community-based services, and work with residents to ensure that they are following through on their goals.

The Case Manager assists the residents to maintain tenancy by following House Rules and the lease provisions. In cases where infractions may lead to eviction, the Case Manager will meet with the tenant and Property Manager to evaluate if the cause of eviction is related to the tenant's underlying condition, and if so try to devise a reasonable accommodation of the condition so the tenant may remain. In addition, the Case Manager is on call for emergencies.

The Case Manager is also responsible for monitoring progress and stability of each resident, and for reporting outcomes of the goals in the resident's Service Plan.

Administration SWS' Executive Director (ED) will provide oversight and manage the project, at 50% time.

- The ED oversees the property management contract, monitoring rent collections and appropriate expenditures for maintenance, and has control of the project bank accounts.
- The ED administers the project—verifying compliance with regulations, meeting lenders' requirements.
- The ED oversees budgets and recommends rent increases in accordance with program limits.

The ED is responsible for staffing and operations and is responsible for oversight of the Case Manager, and coordination of SWS's activities with other agencies.

The ED deals with community issues and is the public face of the projects.

Other services Contract staff will provide computer training classes and cooking classes at each site, an average of 15 hours per week.

Delivery of Services—Frequency of Contacts

Our goal in service delivery is "whatever it takes". The Case Manager will be based onsite and will work cooperatively with DMH's field capable team. The Case Manager will work with tenants in each homes daily. The Case Manager will meet with each resident on a weekly basis, or more as client need dictates. The Case Manager will also be "on-call", 24/7, to respond to emergencies, where harm to self or others is an issue.

To maximize access to services and resources in a timely manner, the Case Manager will carry a cell phone and Blackberry for contact in emergency.

In addition to case management services, SWS will provide classes onsite to train residents in the use of computer equipment which will be onsite in the activity room, and living skills including cooking, cleaning, and personal grooming.

Community Linkages/Collaboration with Community Partners

Some of the community partners who will collaborate with Swarthy, Inc. in maintaining supportive services:

Mental Health America
Antelope Valley Services Center
Drop-in center provides food distribution, 12-step meetings, groups and classes in living skills, etc. The Antelope Valley Services Center is a Full Service Partner provider.

South Valley Work-Source Center, Palmdale
Helps job seekers and employers to find the resources they need to match the right people with the right position. Goals assessment, referral for job training, assistance with resume writing, interview coaching and job opportunity referrals.

CalWORKs Lancaster
Provides job search and job readiness assistance, vocational education and training, education directly related to employment, adult basic education, and post-employment services.

S.A.V.E.S., Palmdale
Food pantry.

High Desert Health System
A general acute facility providing outpatient services.

Antelope Valley Hospital, Lancaster
Provides an array of healthcare services including emergency care, critical care, outpatient surgery, physical/occupational therapy and cardiac care.

Antelope Valley College, Lancaster
Disability Coordinator
Antelope Valley College is a comprehensive community college in the California Community College System dedicated to providing services to a broad range of students with a variety of educational goals.

LIBRARIES

Lake Los Angeles
16921 East Avenue O, Suite A
Palmdale, CA

Palmdale
700 East Palmdale Boulevard
Palmdale, CA 93550

Los Angeles County Department of Mental Health

Antelope Valley Mental Health
Lancaster

Palmdale Mental Health Center
Palmdale

Provides full psychiatric assessments, medication monitoring, crisis intervention, community services, individual and group therapy, an older adult program, and dual diagnosis programs.

Antelope Valley Council on Alcoholism & Drugs, Lancaster
Provides referrals and information, drug diversion classes, and paperwork for detox.

Palmdale Medical and Mental Health Services
Provides a methadone maintenance program for heroin addicts, individual, family & group counseling, and other related medical services.

Tarzana Treatment Center (Lancaster)
Provides chemical dependency treatment for males, females & adolescents, detox services, drug testing, and support groups for adolescents and their parents.

The Case Manager will assist residents to access other resources in the community according to need.

Meeting the Needs of the Target Population While Respecting Privacy
SWS operated an Adult Residential Facility (ARF) in Palmdale, licensed by the Los Angeles County Department of Mental Health, and its staff has developed local resources to assist members of the target population, lower income people with mental illness who have been homeless. SWS currently operates a 6-bed ARF in Carson, California. The staff has decades of experience working with persons with mental illness, with developmental disabilities, and with substance abuse issues. Through their outreach in Palmdale and the Antelope Valley, they have been able to develop a relationship with many of the homeless people which will enable them to help those individuals to move back into housing, with ongoing support.

The Case Manager will work with each resident to establish goals as part of their Individualized Service Plan—based on these goals, the Case Manager and resident will develop an implementation plan and identify the resources and support the resident needs to attain his or her goals.

The Case Manager will work cooperatively with the resident to assess his/her need for support in the following areas:

- **Benefits** Verification that the resident receives SSI, Medical, and other benefits to which he/she is entitled.
- **Substance abuse abstinence or harm reduction**
- **Medication compliance**
- **Educational improvement** including acquisition of basic skills, completion of secondary or higher education goals.
- **Job training** Training to enter to workforce, workforce reentry, or retraining.
- **Household budgeting and money management**
- **Life skills training**—skills required to live independently, including cooking, cleaning, meals planning, hygiene and grooming, etc.
- **Social and volunteer opportunities**
- **Family reunification**
- **Transportation assistance**—learning the public transportation system, obtaining a transit pass, etc.
- **Other needs identified by the resident and Case Manager**

Privacy concerns DMH will provide training to SWS in HIPAA confidentiality restrictions for management staff. In some cases, tenants may provide waivers so that the Case Manager and clinical staff can share limited information with the Property Manager; however, this will not be a requirement of tenancy. Tenant files onsite are confidential and kept in locked cabinets; they will be restricted to leases, income documentation and management issues.

- **Self-Determination and Independence**

This program allows a homeless person to solve a central problem-attaining permanent housing. It supports the individual in taking the steps to qualify for housing; in moving in and adjusting to the environment and responsibilities of tenancy; and in managing mental illness and co-occurring disorders so that the tenant can maintain their housing.

The resident participates in the development of his/her Integrated Treatment Plan. The individual's goals may be increased income, family reunification, social integration or educational advancement. The plan will identify opportunities to achieve those goals, and also the factors which might impede them: need for training, substance abuse, medication compliance, or other issues. Stable tenancy

is a major goal of supportive housing; in addition, the resident has defined the opportunities which he/she faces, in addition to the obstacles which he/she faces.

The proposed shared housing will provide challenges to some of the residents, in sharing space and home maintenance chores. However, these challenges will be mediated by the support staff, which will use them as ways to help the residents get along with others and share tasks.

Community Services and Linkages Which Foster Independence

Education and employment readiness. The Case Manager will work with the resident to identify employment training programs and educational opportunities. In addition, SWS staff will provide ongoing courses in computer training and referrals for work in the community.

Local resources for educational advancement include the Antelope Valley Adult School in Lancaster and Antelope Valley College. Job skills and training are available at Worksource's Antelope Valley Training Center, the South Valley Work-Source Center, and CalWORKS. These centers also sponsor group sessions where residents can join with other job seekers to learn job-hunting skills.

Money Management. The Case Manager will assist residents in budgeting funds to make sure that they can pay rent on time and cover monthly expenses. Residents may be capable of managing their own money, or they may begin by using a representative payee. With continued success in paying bills regularly, the resident may graduate to handling his/her own funds. In addition to support from SWS's Case Manager, residents can seek help from peer counselors at the Discovery Center in Palmdale, and the County-sponsored Public Guardian service.

Benefits The Case Manager will assist residents to qualify for benefits including MediCal, SSI and food stamps. The Case Manager will have a fund to assist transportation to public offices when necessary, or will drive the resident to meetings when necessary.

Client focused wellness initiatives

SWS's Case Manager will sponsor peer group meetings at each residence on a weekly basis. These will be planned in conjunction with the weekly house meal, which will allow discussion of household issues and other issues of acclimation to housing and independence.

In addition, residents may opt to participate in peer facilitated wellness programs through the Palmdale Discovery Center. The Discovery Center offers a variety of options, including employment search/coping, dual diagnosis, and 12-step substance abuse recovery programs. These enable the resident to focus on wellness goals in a supportive environment of peers.
Wellness initiatives may reach clients who are not responsive to approach by professional case managers and clinicians. The Discovery Center allows involvement by the resident, and the opportunity to interact with peer models for wellness and recovery. In addition, there are opportunities for peer leadership.

- **Housing Stability and Retention**

The Case Manager and the Property Manager will focus on positive actions the tenant may take, and other actions they must avoid, to maintain their lease.

- Timely payment of rent
  - Budgeting and discipline in ensuring that rent is paid on time each month to avoid eviction
- Respect for neighboring residents.
  - Ensuring that the resident does not interfere with neighbors' quiet enjoyment of their homes
  - Using drugs onsite and inviting outsiders or neighbors for loud parties will threaten tenancy
  - Going off medications or difficulties in medication management may result in disruptions which disturb neighbors. The Property Manager will keep the Case Manager informed of these indicators, and the Case Manager will assist the resident in getting back on track.
- Maintenance of unit cleanliness and livability standards
  - The Case Manager will assist residents in learning skills necessary for independent living, including cooking and cleaning. The Case Manager will work with tenants to avoid excessive hoarding or other patterns which would violate house rules or terms of the lease.
- Wellness and 12-step programs will be available for peer support for substance abuse problems.
- The Case Manager will provide crisis intervention and referral to offsite treatment if psychiatric or substance abuse issues arise which might lead to eviction.

- **Engaging Residents in Supportive Services and Community Life**

Engaging residents in supportive services

The Case Manager will work with tenants as they apply for residency, sign a lease and move into their new home. By engaging the resident in development of his/her Individualized Service Plan, the Case Manager will achieve the "buy-in" necessary to follow through with services. Some residents may thrive earlier, setting a peer example for others. Involvement in 12-step programs will also encourage positive peer interaction and a positive community life.

For those residents who are withdrawn and have not set goals, activities in the home will be a way to capture their attention and engage them in activity. Sharing meals, sharing in household meetings, and participating in game nights provides socialization in a non-threatening environment. The Case Manager will be at each home daily, and will be a resource for the residents as they decide to commit to pursuing goals. The Case Manager will accompany the resident in their first steps, if necessary, and provide followup and encouragement.

Community life in the home

SWS will sponsor a weekly meal to encourage a positive social atmosphere in the home. A cooking instructor will invite residents to shop for the meal, and will show how to cook new recipes. Residents may also share techniques and family recipes. Residents may opt to extend the meal to a "game night" or "TV night".

The Case Manager will encourage interaction among residents through volunteer activities. Examples include an orientation committee to welcome newcomers; a service committee to visit the sick and run errands for those in need; and an activities committee to plan trips to events in the Antelope Valley and surrounding communities.

The Property Manager will encourage residents to act as a cohesive body to see that policies affecting the home are enforced. Residents will participate in solving problems generated by other residents, such as excessive noise or other disturbances.

Residents will also be encouraged to offer suggestions to SWS and the Property Manager and in areas of concern like security, maintenance and rent increases. Resident involvement in planning can result in more relevant, sensitive and effective management policies and also recognizes the principle that "participation brings commitment," i.e. that, given an opportunity to participate, residents will act to improve the quality of life in their community.

Assisting residents to re-integrate into the larger community

Residents will re-enter the classroom and workplace within the larger community. They will receive ongoing peer support in re-integrating into social and work groups from weekly sessions held by the Case Manager, and peer support groups held in the community, at Discovery Center, the South Valley Work-Source Center, and other locations.

The Case Manager will offer training as needed on grooming and personal hygiene, as part of life skills training. The resident can leave behind old habits that were due to lack of storage, lack of showers and laundry facilities. This will help the resident to go out in the community and fit in.

In addition, the Case Manager will provide each resident with information about community events, volunteer activities, and other opportunities for positive social interaction. The Case Manager and the weekly group will discuss obstacles and setbacks the residents encounter in reaching out for new friends and acquaintances, and help each resident to work out solutions.

- **Communication**

Communication Between Resident Manager, Case Manager and Tenants

SWS will employ a property management firm, and the Property Manager will be responsible for day-to-day management of the physical plant. SWS' Executive Director will visit the site on a weekly basis, and the Case Manager will be located onsite Monday through Friday.

The Property Manager will maintain a log, reporting incidents and issues which arise with tenants. The Case Manager will maintain regular contact with the Property Manager to evaluate ongoing progress and to avert crises before they occur. The Case Manager and Property Manager will interact daily and will meet on a regular weekly basis to discuss the project. In some cases, the tenant will authorize the Case Manager to communicate information to the Property Manager about medication or other clinical information. However, in cases where that information has not been authorized, the Property Manager will report trends in behavior.

Coordination of Tenant Screening

DMH's staff has a key role in marketing and qualifying individuals for tenancy. Potential applicants may be referred by County DMH, or they may apply directly to SWS. The Case Manager conducts initial income qualification and prepares the referral form submitted to DMH. Once DMH certifies that the prospective tenant is MHSA-approved, the applicant will fill out an application form.

In some cases, the applicant may not qualify for tenancy due to criminal convictions or a record of eviction. On recommendation of the Case Manager, the applicant and Case Manager may meet with the Property Manager to discuss the circumstances of the offense. If the offense is related to the applicant's psychiatric condition, the Case Manager may recommend that the provision be waived in order to make reasonable accommodation for the applicant's psychiatric disability.

Eviction and Conflict Resolution

Tenants are expected to follow House Rules—pay rent on time, respect the building and property and others, and allow neighbors the peaceful enjoyment of their own homes. The Property Manager will notify tenants of infractions of house rules or late payment, and the Case Manager will be notified of the situation. The Property Manager will follow normal procedures for notifying tenants: verbal and written warnings. The Case Manager will note patterns of inappropriate behavior, and report them to the Single Fixed Point of Responsibility to determine if clinical intervention is necessary. In some cases the Case Manager may advise the Property Manager that reasonable accommodation should be made for inappropriate actions.

The Case Manager will meet with the resident regarding issues which threaten continued tenancy. The Case Manager may refer the resident to other members of the support team. In some cases, intervention is required, referral for drug treatment or psychiatric hospitalization. The goal in these cases will be to avoid tenant eviction. In cases of short-term hospitalization, the tenant may return to their unit on completion of treatment; in some cases the Case Manager may work with the tenant to move out voluntarily to avoid an eviction on their record.

Appeals

The management plan defines an appeal process for evictions, tenant complaints, and other management decisions. The Property Manager will make decisions based on terms of the lease and the house rules. The Case Manager and DMH staff will be notified of any eviction and appeal, and will be invited to comment on the appeal with the goal of ensuring that reasonable accommodation for the tenant's condition is made. Evictions may be appealed to SWS's Executive Director.

Frequency of Scheduled Meetings

SWS's Case Manager will visit daily, and the Property Manager will be available to discuss ongoing issues. They will meet formally on a biweekly basis, and will meet with DMH staff on a monthly basis. In some cases, like move-ins of highly vulnerable homeless residents, service teams will meet intensively to provide ongoing support at the beginning of tenancy.

SWS and DMH will meet quarterly to exchange information and monitor ongoing progress.

Service coordination with one or more service provider

Swarthy staff will provide service coordination for residents. All residents will have established relationships with a Case Manager at DMH, the Discovery Center or another agency; in these cases, that Case Manager will be the Single Fixed Point of Responsibility for the resident.

The responsible Case Manager will devise the individualized service plan, with the resident's input and approval. Swarthy, Inc. will refer to local resources to ensure that residents' needs are met.

D 5. Supportive Service Plan Chart

SUPPORTIVE SERVICES CHART

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

Supportive Service	Target Population	Service Provider(s)	Service Location
List each service separately	Name the target population(s) that will be receiving the Supportive Service listed		Indicate where service is to be provided--on-site or off-site. For off-site services, indicate the means by which residents will access the service.
Individualized Case Management	Formerly homeless adults/LA County DMH consumers	Swarthy World Services (SWS)	Onsite
Benefits establishment	Formerly homeless adults/LA County DMH consumers	SWS	Onsite with offsite meetings, transport by Case Manager or public transit
Money Management	Formerly homeless adults/LA County DMH consumers	SWS	Onsite
Mental Health Services	Formerly homeless adults/LA County DMH consumers	Department of Mental Health (DMH)	Offsite
Independent Living Skills	Formerly homeless adults/LA County DMH consumers	SWS	Onsite
Job Skills and Computer Training	Formerly homeless adults/LA County DMH consumers	SWS, Antelope Valley College, Discovery Center	Onsite and offsite, acessibly by foot or public transit
Peer Directed Support Groups	Formerly homeless adults/LA County DMH consumers	SWS, Discovery Center and DMH	Onsite and offsite, acessibly by foot or public transit
Substance Abuse Intervention	Formerly homeless adults/LA County DMH consumers	SWS, Discovery Center, local 12-step meetings	Onsite and offsite, acessibly by foot or public transit
Employment Services	Formerly homeless adults/LA County DMH consumers	South Valley Work-Source Center	Onsite and offsite, acessibly by foot or public transit
Crisis Intervention	Formerly homeless adults/LA County DMH consumers	SWS and DMH Psychiatric Mobile Response Team	Onsite
Vocational/Educational Services	Formerly homeless adults/LA County DMH consumers	Antelope Valley College and accredited trade schools	Offsite
Transportation assistance	Formerly homeless adults/LA County DMH consumers	SWS	Onsite