

**DEPARTMENT OF
CITY PLANNING**

COMMISSION OFFICE
(213) 978-1300

CITY PLANNING COMMISSION

SAMANTHA MILLMAN
PRESIDENT

VAHID KHORSAND
VICE-PRESIDENT

DAVID H. J. AMBROZ
CAROLINE CHOE
HELEN LEUNG
KAREN MACK
DANA M. PERLMAN
YVETTE LOPEZ-LEDESMA
AJAY RELAN

City of Los Angeles

CALIFORNIA



ERIC GARCETTI
MAYOR

EXECUTIVE OFFICES

200 N. SPRING STREET, ROOM 525
LOS ANGELES, CA 90012-4801
(213) 978-1271

VINCENT P. BERTONI, AICP
DIRECTOR

KEVIN J. KELLER, AICP
EXECUTIVE OFFICER

SHANA M.M. BONSTIN
DEPUTY DIRECTOR

ARTHI L. VARMA, AICP
DEPUTY DIRECTOR

LISA M. WEBBER, AICP
DEPUTY DIRECTOR

VACANT
DEPUTY DIRECTOR

JUSTIFICATION FOR PROJECT EXEMPTION CASE NO. ENV-2018-6667-SE

The Department of City Planning determined that the proposed project is exempt from CEQA pursuant to Public Resources Code Section 21080.27(b)(1). Pursuant to Public Resources Code Section 21080.27(a)(3), there is substantial evidence demonstrating that the proposed project 1) qualifies as supportive housing pursuant to Health and Safety Code Section 50675.14; 2) meets the eligibility requirements of Article 11 (commencing with Section 65650) of Chapter 3 of Division I of Title 7 of the Government Code; and 3) is funded, in part, by the Measure H sales tax proceeds approved by the voters in the March 17, 2017, special election in the County of Los Angeles. All actions to approve the proposed project were taken in furtherance of providing vitally needed Supportive Housing to house and serve the homeless in the City of Los Angeles.

Health and Safety Code 50675.14(b)(2) defines “supportive housing” as “housing with no limit on length of stay, that is occupied by the target population, and that is linked to onsite or offsite services that assist the supportive housing resident in retaining the housing, improving their health status, and maximizing their ability to live and, when possible, work in the community.” Health & Safety Code Section 50675.14(b)(3) defines “target population” as persons, including persons with disabilities, and families who are homeless or were homeless when approved for tenancy in the supportive housing project where they currently reside. The Project does not limit the length of stay for its residents, will reserve 68 of the 136 non-manager residential units for low-income formerly homeless members of the target population, and is linked to onsite supportive services. As such, the Project qualifies as a supportive housing project under Health and Safety Code 50674.14(b)(2).

Government Code Section 65651 requires the development include (1) a 55-year recorded affordability restriction, (2) 100-percent of the units, excluding managers’ units, be affordable, (3) at least 25 percent of the units be restricted to residents in supportive housing who meet the criteria of the target population, (4) a plan for supportive services and documentation demonstrating that the supportive services will be provided onsite, the name of the entity who will provide the services, the staffing levels, and how the services will be funded (5) at least 3 percent of the total nonresidential floor area is reserved for onsite supportive services, (6) units are replaced in the manner described in 65915(c)(3), (7) units with a bathroom and a kitchen (or cooking facility) with a stovetop, sink, and refrigerator. As described in further detail below, the proposed project will replace the existing four-unit structure with a 100-percent affordable housing development (exclusive of the manager units), subject to a 55-year affordability restrictive covenant, each unit containing a bathroom and kitchen, and 50-percent of the units reserved for

members of the target population. Measure H funds will be used to fund both the proposed project and supportive services that Intensive Case Management Services will provide on-site in approximately 10-percent of the non-residential floor area at a 17:1 staffing level. The project files include the evidence to support all statements contained herein. As such, the project meets the eligibility requirements of Article 11 (commencing with Section 65650) of Chapter 3 of Division I of Title 7 of the Government Code.

Based on the foregoing, the proposed project is statutorily exempt from CEQA.

Project Location: 2102 - 2120 S. Pacific Avenue, 116 – 302 E. North Venice Boulevard, 2106-2116 S. Canal Street, and 319 E. South Venice Boulevard, Venice, CA 90291

Community Plan Area: Venice

Council District: 11 – Bonin

Project Description: The project involves the demolition of an existing surface parking lot (LADOT Lot 731) containing 196 vehicular parking spaces (bisected by Grand Canal) and a two-story, four-unit residential structure and the construction, use and maintenance of a 104,140-square foot, mixed-use, 100 percent affordable housing development (a 36,340 square-foot structure west of Grand Canal and a 67,800 square-foot, structure east of Grand Canal) consisting of 140 residential dwelling units (136 restricted affordable dwelling units and 4 unrestricted Manager Units), 685 square feet of supporting (social service) office uses, 2,255 square feet of retail uses, 810 square feet of restaurant uses with 500 square feet of outdoor Service Floor area, and 3,155 square feet of community arts center/art studio uses (philanthropic uses).

The structure west of Grand Canal (West Site) is three-stories and 35 feet in height with a 59-foot tall architectural campanile located at the northwest corner of the subject site with a roof access structure resulting in a structure with a maximum of 67 feet in height and five stories. The structure east of Grand Canal (East Site) is three-stories and 35 feet in height. The project will provide a total of 360 on-site automobile parking spaces comprising of 61 residential spaces, 42 commercial spaces, 196 public spaces (replacement), 23 Beach Impact Zone (BIZ) spaces and 38 non-required spaces; and 136 bicycle parking spaces (19 short-term and 117 long-term).

The project also includes the export 9,100 cubic yards of building material and soil; the removal of 24 non-protected on-site trees and 11 non-protected street trees; and improvements to the canal access boat ramp.

Attachment A

Reese-Davidson Project Gov. Code 65651 Compliance Checklist

Gov. Code Section 65651 Requirements	Project Compliance with Gov. Code Section 65651 Requirements
Gov. Code Section 65651(1). Units within the development must be subject to a 55-year recorded affordability restriction.	All of the affordable units within the development will be subject to a covenant that reserves and maintains the units as restricted affordable for at least 55 years, consistent with this requirement. The covenant will be recorded after the Project closes on its construction financing, and before the certificate of occupancy is issued.
Gov. Code Section 65651(2). One hundred percent of the units, excluding managers' units, within the development must be dedicated to lower income households and must be receiving public funding to ensure affordability of the housing to lower income households. For purposes of this paragraph, "lower income households" has the same meaning as defined in Section 50079.5 of the Health and Safety Code.	The Project is 100-percent affordable housing and plans to provide a total of 140 residential units, which will consist of up to 136 affordable and permanent supportive housing units, along with up to four units for on-site property management staff. The 136 affordable units will meet the eligibility requirements for lower income households, as defined in Section 50079.5 of the Health and Safety Code, as these units will be restricted to those whose income does not exceed the qualifying limits for low, very low, and extremely low income households. 68 of the units will be reserved for formerly homeless households with an area median income (AMI) of 30 percent, while the remaining 68 affordable units will be reserved for households with an AMI of 60 percent. In the event the number of residential units change from the totals provided herein, the Project will still dedicate all of the units to lower income households, consistent with this requirement.

Gov. Code Section 65651 Requirements	Project Compliance with Gov. Code Section 65651 Requirements
<p>Gov. Code Section 65651(3). At least 25 percent of the units in the development must be restricted to residents in supportive housing who meet the criteria of the target population as defined in Health and Safety Code Section 50675.14(b)(3)(A), which includes individuals and households who are homeless, or who were homeless when approved for tenancy in the supportive housing project in which they currently reside.</p>	<p>The Project will reserve 68 of the 136 non-manager residential units (50 percent) for low-income formerly homeless households, which is above the minimum requirement of 25 percent of the total units. These formerly homeless households meet the criteria of the target population, which includes individuals and households who are homeless, or who were homeless when approved for tenancy in the supportive housing project in which they currently reside, consistent with both the California and U.S. Department of Housing and Urban Development definitions of “homeless.”¹ In the event that the number of units change from the totals provided herein, the Project will restrict at least 25 percent of the units to low-income formerly homeless households, consistent with this requirement.</p>
<p>Gov. Code Section 65651(4); Gov. Code Section 65652. The developer must provide the planning agency with a plan for providing supportive services and documentation demonstrating that supportive services will be provided onsite and describing those services.</p>	<p>The supportive services to be provided by the Project will satisfy the requirements of the Measure H funding program. Such supportive services will include, among others: conducting comprehensive psychosocial assessments; developing individualized case management plans; helping residents to access temporary housing, food, clothes, and other basic necessities; helping residents to obtain health, mental health, and substance abuse services, as well as medication and treatment; and helping residents to obtain income and establish healthcare benefits. These supportive services will be provided by an approved Intensive Case Management Services (“ICMS”) provider and funded with Measure H funds. The proposed staffing for the services to be provided by the Project includes four case managers, one for every 17 supportive housing units, which satisfies the Measure H requirements for staffing (i.e., a required range of one case manager for every 15 households to one case manager for every 20 households). This information will be provided to the planning agency, as required by Gov. Code Section 65651(4).</p>

¹ Health and Safety Code 50675.14(b)(2)-(3); 42 U.S.C. § 11302; HUD, https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf, March 2019.

Gov. Code Section 65651 Requirements	Project Compliance with Gov. Code Section 65651 Requirements
<p>Gov. Code Section 65651(5). At least 3 percent of the total nonresidential floor area must be provided for onsite supportive services that are limited to tenant use, including, but not limited to, community rooms, case management offices, computer rooms, and community kitchens.</p>	<p>The total nonresidential floor area of the Project is estimated to be 6,905 square feet, with 685 square feet dedicated to onsite supportive services that are limited to tenant use (i.e., 9.9 percent of the total nonresidential floor area). This amount is above the 3 percent of total nonresidential floor area required under Section 65651(5). The planned 685 square feet of supportive services will be limited to tenant use, and include areas dedicated to conducting tenant assessments and helping tenants obtain access to other benefits and services.</p> <p>The Project also plans to include 3,155 square feet of community arts/community meeting spaces, which are anticipated to be available to both the Project's tenants and the public. In the event any of the square footage allocations change from the calculations provided herein, the Project's onsite supportive services will stay above the 3 percent nonresidential floor area threshold consistent with this requirement.</p>
<p>Gov. Code Section 65651(6). The developer must replace any dwelling units on the site of the supportive housing development in the manner provided in paragraph (3) of subdivision (c) of Section 65915.</p>	<p>The Project Site is currently developed with a two-story, 1,970-square-foot residential building containing four dwelling units deemed "affordable" by the City at their current rent levels. The Project will restrict all units to low, very low, and extremely low income households, and provide at least four units of equivalent size to households in the same or lower income category as the four households currently on the Project Site.</p>
<p>Gov. Code Section 65651(7). Units within the development, excluding managers' units, must include at least one bathroom and a kitchen or other cooking facilities, including, at a minimum, a stovetop, a sink, and a refrigerator.</p>	<p>Each unit within the Project will include at least one bathroom and a kitchen or other cooking facilities, including, at a minimum, a stovetop, a sink, and a refrigerator.</p>



**Los Angeles County
Board of Supervisors**

Hilda L. Solis
First District

Mark Ridley-Thomas
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Fred Leaf
Interim Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Chief Operating Officer

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

*To ensure access to high-quality,
patient-centered, cost-effective
health care to Los Angeles County
residents through direct services at
DHS facilities and through
collaboration with community and
university partners.*



www.dhs.lacounty.gov

February 16, 2018

Ms. Becky Dennison
Executive Director
Venice Community Housing Corporation
720 Rose Ave
Los Angeles, CA 90291

Re: Reese-Davidson Community Project

Dear Ms. Dennison:

The Los Angeles County Department of Health Services (County) Housing for Health (HFH) division is partnering with affordable housing developments to provide affordable housing linked to appropriate services for DHS patients who are homeless, who have a chronic illness or physical disability or are a high utilizer of DHS services. DHS greatly appreciates the collaboration with Venice Community Housing Corporation (VCHC) for the purpose of delivering supportive housing to prospective DHS tenants. We look forward to assisting in the development and successful operation of the proposed development.

Project Description

It is DHS' intention to assist VCHC with all 68 PSH units in the Reese-Davidson Community project with Intensive Case Management Services (ICMS) support. These units will be reserved for homeless and chronically homeless individuals.

The project will be located at 204 N. Venice Boulevard in the Venice neighborhood of Los Angeles. This project is a new construction of rental apartments. The Reese-Davidson Community project will be designed to complement the neighborhood while providing a high quality and safe environment for its residents.

There will be a total of 140 units, including 68 PSH units for chronically homeless persons, 68 units reserved for low income households, and 4 units reserved for on-site management. Barker Management will provide onsite property management. This project will also include recreation rooms, laundry and open space for tenants, as well as small-scale retail, a community arts center, and street level garden/green space.

The Reese-Davidson Community project will begin construction in December of 2019 and the Certificate of Occupancy is expected in summer 2021.

Support Services Commitment

The County intends to provide supportive services for up to 68 homeless DHS patients at the Reese-Davidson Community project. The County shall enter into contract with an approved Intensive Case Management Services (ICMS) provider at an estimated funding amount of up to \$367,200 per year. The County, the ICMS provider, and VCHC will collaborate to ensure tenants receive the support they need to remain housed and stable, including attending and/or convening periodic meetings with partners to problem-solve around tenant, building, and community issues. DHS will also provide in-kind clinical services on-site and through referral to primary care homes to ensure that each tenant receives high quality medical care.

Rental Subsidy Commitment

VCHC will apply for an allocation of Project Based Section 8 vouchers from the Housing Authority of the City of Los Angeles in December 2019. However, in the event they are unable to secure all of the necessary Project Based Section 8

vouchers for the Reese-Davidson Community project, it is DHS' intention to assist VCHC to receive the Flexible Housing Subsidy Pool (FHSP) rental subsidy for the 68 PSH units.

Should VCHC require FHSP rental subsidies, unit rent will be set according to the Housing Authority of the City of Los Angeles' Fair Market Rents at the time of lease up. Residents will pay thirty percent (30%) of their certified income towards rent, and the FHSP subsidy will cover total rent minus tenant rent contribution.

Upon receiving the various capital funding commitments necessary to ensure project feasibility, DHS will, through our established funding approval and contracting procedures, engage in contract negotiations with appropriate parties to provide the services and funding described above.

The term of current DHS supportive services agreement is through June 30, 2022, inclusive of DHS' authority to exercise extension options and the term of the Brilliant Corners rental subsidy agreement is fifteen years. In all likelihood, barring unforeseen financial difficulties for the County, and assuming the project continues to operate in good standing, contracts for this project would be renewed at the end of the contract term to ensure that formerly homeless tenants of the project continue to receive high quality housing.

Once again, we are extremely enthusiastic about this project and happy to be partnering with Venice Community Housing Corporation.

Sincerely,

A handwritten signature in blue ink, appearing to read "Marc Trotz".

Marc Trotz, Director
Housing for Health



Venice Community Housing

REESE DAVIDSON COMMUNITY SUPPORTIVE SERVICES PLAN

Table of Contents

- I. Description of the Development
- II. Needs of Target Population and Tenant Selection Process
 - a. Chronically Homeless Adults, Low Income Households, Low Income Artists
 - b. Tenant Selection Process
- III. Service Delivery Model
 - a. Staffing and Budget
 - b. Services to Be Provided
 - 1. Case management & service coordination
 - 2. Individualized service plans
 - 3. Benefits assistance and advocacy
 - 4. Healthcare
 - 5. Substance use services
 - 6. Education services
 - 7. Employment services
 - 8. Linkages to outplacements
 - 9. Life skills training
 - 10. Representative payees
 - 11. Legal assistance
 - 12. Medication management services
 - 13. Attendant care
 - 14. Harm reduction and housing retention
 - 15. Social and recreational activities
 - 16. Green education services
 - 17. Budgeting
 - 18. Transportation assistance
 - 19. Parenting education
 - 20. Information and referrals
- IV. Outreach and Tenant Engagement in Services
- V. Measurements of Outcomes
- VI. Operations and Procedures
 - a. Reasonable Accommodations
 - b. Addressing Lease and House Rules Violations
 - c. Eviction Prevention

Exhibit I – Services Staffing Chart

Exhibit II – Supportive Services Budget

Exhibit III – Services Matrix

Exhibit IV – Property Management and Resident Services Standing Meeting Agenda

I. Description of the Development

The Reese Davidson Community (RDC) includes 140 apartments, with 34 live-work units for artists, and approximately 55 studios, 25 one-bedroom, and 26 two-bedroom apartments. Four of the apartments will be occupied by on-site property management staff. Of the 136 low-income units, 68 units are designated for permanent supportive housing (PSH) for those experiencing homelessness, 34 live-work units are designated for low-income artists, and 34 units designated for low income families/households. Project based Section 8 vouchers issued through the Housing Authority of the City of Los Angeles (HACLA) are planned to be used for the 68 PSH units.

Based on community and partner input, best practices, affordable housing financing requirements, and preliminary land use analysis, we are proposing the following elements for this site:

- 3.4 FTE for Intensive Case Management Services (ICMS) and 1.6 FTE for Service Coordination (SC) (total of 5 full time staff) with offices on-site, as well as multiple service partners, providing comprehensive, integrated services and support for tenants; appropriate clinical supervision and other oversight will also be provided on site
- Community rooms for services, activities, and other tenant amenities, and a community arts center
- Open and green community spaces
- Parking for residents and staff

When construction of the property is complete and units are ready for occupancy, the most up to date eligibility criteria will be used for the low income, artist, and homeless populations. Currently, the definition of homeless is a person sleeping in a place not meant for human habitation (living on the streets, for example) OR living in a homeless emergency shelter. Chronic homelessness is defined as someone who is either (1) a homeless individual with a severe and persistent disabling condition and has been continuously homeless for a year or more, OR (2) a homeless individual with a severe and persistent disabling condition who has had at least four episodes of homelessness totaling one year or greater in the past three years. A disabling condition is currently defined as a diagnosable substance abuse disorder, a serious mental illness, developmental disability, or chronic physical illness or disability, including the co-occurrence of two or more of these conditions. In addition, a disabling condition limits an individual's ability to work or perform one or more activities of daily living. Apartments for low income artists will be leased in accordance with selection criteria that relates to the definition of an "artist". . The most current area median income (AMI) will be utilized to determine whether applicants meet financial qualifications.

The proposed site is within a short walk or bus ride of a full service grocery store and pharmacies, banks, restaurants, retail stores, a food bank and is very near the community amenities at Venice Beach. RDC will serve as the foundation to introduce supportive service programs designed to help serve the unique needs of those experiencing homelessness and to help them successfully maintain independent living. Each person living in the building will have individualized assistance in the coordination of his or her housing and service needs.

ICMS will be available to the individuals who previously experienced homelessness and SC will be available to all who live in the building.

RDC residents will have access to on-site and off-site programs that are flexible and responsive to their needs. The services are population-specific, and culturally and linguistically appropriate. Housing is the primary intervention for tenants, emphasizing a model that incorporates “wrap-around” service delivery.

II. Needs of Target Population and Tenant Selection Process

A. Homeless and Low Income Households and Artists:

Venice Community Housing (VCH) is committed to serving homeless people as our key priority, as there is an overwhelming need in Venice and throughout the region, and therefore 50 percent of the RDC apartments for low income people will serve the homeless. Based on community input, feedback from partners, and participation in Los Angeles County’s Coordinated Entry System (CES) steering committee, VCH identified low-income artists and families as additional groups of people who are severely underserved and these populations are also targeted at RDC.

The RDC ownership and operations team will work with the CES to house homeless people at initial lease-up and when units become vacant in the future. According to the 2019 Los Angeles Homeless Service Authority Homeless Count, there are 58,936 people experiencing homelessness in Los Angeles County. Of these, 16,528 are experiencing chronic homelessness. Service planning area (SPA) 5, where the development is to be located, is home to 5,223 individuals who are experiencing homelessness. Of the approximately 6,000 Supportive Housing units existing in the City, only 42 units are in the Venice community.

The affordable housing crisis is driving a regional increase in homelessness. The County of Los Angeles is the least affordable County for housing in the state of California. In Los Angeles County, 721,000 families and individuals are severely rent overburdened. Despite housing 21,631 people in 2018, homelessness in the County increased by 12 percent. Reserving 34 units for low-income artists and 34 units for low-income families will help preserve the rich multi-cultural character of Venice.

B. Tenant Selection Process:

A tenant selection process that complies with federal and state fair housing laws will be prepared by VCH and then reviewed/approved by government agencies who have provided financing and Section 8 operating subsidies for RDC. To start the process of moving homeless people into RDCVCH will accept referrals from the CES. The CES aligns the single adult, family, and youth systems into a seamless, collaborative, county-wide platform for housing and service delivery to homeless households. Los Angeles County is split into 8 service planning areas (SPA), with each SPA managing a list of currently homeless individuals and families who reside in their area. RDC will be located in SPA 5, therefore referrals from the SPA 5 CES list will be considered for placement into the RDC. There are specialized lists for

populations within the CES. During initial lease up and when vacancies are anticipated, a member of the services team will request referrals from the single adult SPA 5 CES list. If that list is not sufficient to fill the number of eligible units or are not available in a timely manner, the property will accept referrals from programs for single adults such as: emergency shelters, safe havens, drop-in centers, and street outreach programs frequented by vulnerable persons experiencing homelessness.

The most current AMI definitions will be used to determine whether low-income applicants will qualify based upon income. For the low-income artist population, a special process will be established to determine if an applicant meets the definition of an artist. Currently, VCH's Arts C Squared initiative is building capacity to engage a diverse panel for this purpose as well as to make art accessible to the community.

Applicants will complete the required documentation and verifications to ensure eligibility. VCH staff will ensure that the property is complying with Housing First practices, which ensures access to housing regardless of applicants' sobriety or use of substances, completion of treatment, agreement to participate in services, poor credit or lack of financial history, poor rental history, and minor criminal convictions. An appeals process will be established for applicants who choose to appeal a decision made by the leasing team.

III. Service Delivery Model

VCH will work to align our service delivery model and outcomes with the Corporation for Supportive Housing's "Dimensions of Quality Supportive Housing." The mission of Supportive Services at VCH is to be tenant centered, accessible, coordinated, integrated, and sustainable. Additionally, VCH strives to be a Trauma-Informed agency that ensures all our processes are streamlined with a "no wrong door" approach when accessing support. VCH aims to increase tenant access to services, education, income, community, and housing.

VCH has established relationships with other local service providers that include Venice Family Clinic, Safe Place for Youth, CLARE Foundation, Meals on Wheels, Chrysalis, Helper Foundation, and others. VCH also has a strong group of experienced volunteers who support our residents with household donations, tutoring, wellness classes such as yoga, and other groups and classes. Collaboration with these programs and agencies serve to connect tenants with all available resources in the community. Tenants will be linked to a rich array of services through local providers including medical care, mental healthcare, substance abuse treatment and support, benefits assistance, peer advocacy, and health and wellness programs. Skilled on-site service coordination, combined with a strong network of local wrap-around services will help tenants to maintain their health, well-being, and housing.

VCH has an existing Intensive Case Management Services (ICMS) team, which will be expanded to serve RDC. In addition to ICMS services on-site, VCH will also have Service Coordinators (SC) for RDC. On an annual basis, roles of staff will be reviewed together with partners and providers.

VCH staff prioritizes early engagement by assisting the tenant with the difficult task of documentation collection, completing applications and attending appointments. This support continues until the tenant is stable and integrated into their community. After the tenant is housed, services staff will partner with each tenant to increase independent living skills and further develop the tenant's support networks through one-on-one work, group support, linkages to intensive services, and socialization opportunities. Services will take a strengths-based approach to aid recovery and increase empowerment.

The services staff is trained in Harm Reduction principles, the Stages of Change model, and Motivational Interviewing. Our Harm Reduction work focuses on decreasing the harmful consequences of problematic substance use and works to address problematic substance use from a trauma-informed perspective. Additionally, harm reduction strategies extend beyond substance use, and are applied to other areas such as mental health, medication compliance, money management, and hoarding.

VCH is committed to providing tenants with the tools to rebuild their minds, bodies and lives with quality services delivered by well-trained, caring and supportive staff. All services will be voluntary, as is VCH's current service model. VCH plans to provide ICMS with in-house staff, as VCH is an approved contractor with the Housing for Health program and currently deliver these services within their requirements.

A. Staffing and Budget

Services will be provided by compassionate staff who are committed to empowering each tenant to realize their full potential. All services are flexible, individualized, and responsive to the unique needs of each tenant and the community. Participation in services is not a requirement to maintain housing. Services staff are trained in motivational interviewing, stages of change, trauma informed care, harm reduction, and housing first modalities. Culturally competent and linguistically appropriate services are provided. Supportive services are offered throughout the tenant's tenancy.

There will be a client to ICMS staff ratio of 20 to 1, based on best practices. Clinical supervision is provided on-site. At no time will the total staffing level fall below industry standard for the population served. Some staffing arrangements may vary from the attached detailed Social Service Budget, but the staffing ratio will be at industry standard according to the required funding providers for the 68 PSH units.

See attached the **Staffing Chart (Exhibit I)** and **Services Budget (Exhibit II)**. Overall, staffing levels are partially reliant upon the ongoing availability of funds from the project itself which, if not available, may affect staffing levels.

In addition to providing intensive case management, a VCH service coordinator will coordinate onsite therapeutic and community groups for housing support & stability, mental health support, harm reduction, and recovery. They will oversee volunteer coordination and in-kind donations for onsite services and develop a tenant council. They will assist tenants with employment and educational pursuits, accompany tenants to appointments, assist with rental subsidy compliance, and be a liaison with Property Management. They will also support Case

Managers to ensure our outcomes and practices meet the standards of excellence set forth by the Corporation for Supportive Housing.

The ICMS will work to increase tenant's income, whether from earned income or cash benefits. In addition, the ICMS will connect tenants with the Countywide Benefits Entitlement Services Team (CBEST) to provide tenant assistance with benefit enrollment assistance. The ICMS will follow up regularly with tenants with pending benefits/claims and provide assistance as necessary.

For legal assistance, VCH generally refers tenants to Bet Tzedek or the Housing Rights Center. The SC works with tenants throughout the process where assistance is needed.

Since it is anticipated that the PSH units will have a head of household (or qualifying individual) who has experienced homelessness, it is possible that not all tenants will have experienced homelessness. VCH will provide case management to non-client family members, where needed or appropriate.

Per the attached detailed budget, most staff will work on-site on a 40-hour-per-week schedule. Exact schedules will vary, but should routinely consist of an 8-hour shift, generally covering 9am-5pm during the week. Tenant services may shift their daily hours based on tenant need. During the evenings and nights, the on-site property manager will be the primary point of contact, but there will be 24-7 emergency phone access to the services team.

B. Services to be Provided

VCH, as the lead service provider is responsible for the overall provision of services provided on-site. VCH strives to utilize evidence-based and best practices in the services delivered to the tenants. VCH advocates for Housing First practices in all of its buildings and utilizing the local community resources to provide comprehensive services to all tenants. Participation in all services provided by VCH is voluntary and free of charge. See attached **Services Matrix (Exhibit III)**.

1. Intensive Case Management Services and Service Coordination: VCH residential service coordinator(s)/case manager(s) (SC/CM) will be responsible for case management and utilizing individual service plans. In addition, SC/CM may provide benefits counseling and advocacy, mental health crisis counseling, mental health care connections, medical health care connections, and substance use services including relapse prevention and substance use support groups. SC/CM may provide educational services by providing classes covering computer skills, money management, resume workshops, job search workshops and more. SC/CM assist tenants in pursuit of educational and employment opportunities. SC/CM can provide linkages to residential treatment facilities as well as transitioning to market rate or Section 8 tenant based housing. SC/CM facilitate life skills training such as ensuring access to basic needs such as food and clothing, household maintenance, nutrition, and cooking. SC/CM sets up support groups and workshops tenants are interested in. SC/CM also provides linkages to potential referrals, information regarding services through other community-based agency programs, and local transportation training/planning. The SC/CM coordinates social and recreational events including coffee hour, book club, movie nights, and more. SC/CM provides

linkages to child care and after-school programs. SC/CM will provide domestic violence counseling and safety planning or provide linkage to community-based agencies. VCH has a history of locating and partnering with community service providers to broaden the spectrum of services available to tenants. Additionally, VCH SC/CM will educate tenants on their rights and responsibilities as a tenant. SC/CM will assist tenants to or directly notify property management within two days of any observed safety or maintenance concerns. SC/CM will maintain regular ongoing client contact and tailor the intensity of services provided, including the frequency of face-to-face and home visits conducted, to client's level of functioning and acuity of needs. The frequency of visits will vary and may require a minimum of three (3) or more face-to-face visits per week at initial engagement and no less than once every three (3) months after clients are stable in housing and fully engaged in supportive services. Services are mainly conducted in the field and the SC/CM shall meet regularly with clients at their home, at medical/ service providers' offices, and other locations as appropriate. Additionally, care will be taken throughout the application process and during tenancy to protect confidential clinical information.

2. Individualized Service Plans: CM will work in partnership with each tenant to create an Individualized Service Plan (ISP). Each ISP will create measurable, achievable goals in areas such as: finances, mental health, substance use, nutrition, life skills, legal, housing stability, education, employment, health, self-determination, etc. Each ISP will be unique to the tenant's needs and readiness for change. They will be completed within 72 hours after tenants move-in, and reviewed every three months at a minimum thereafter. To determine the goals to be placed on the ISP, CM will conduct a comprehensive psychosocial assessment within thirty business days of the tenant's move in. Assessments shall be conducted face-to-face and shall include an evaluation of the clients' medical, psychosocial, environmental, legal, financial, education, strengths and needs, and available resources. Psychosocial re-assessments will occur on an ongoing basis, but not less than once every three months. This information will be used to update the ISP and shall include, but not be limited to, development of new goals, progress made on achieving stated goals, and any changes to goals, steps and/or target dates.

3. Benefits Assistance and Advocacy: Benefits assistance is provided by VCH on-site. VCH staff provides assistance in benefits applications and appeals for sources such as social security income and other mainstream services. The SC/CM may refer tenants to CBEST.

4. Healthcare: Services often include: applying for Medi-Cal/Medicare, connecting tenants to a primary care physician, physical health care, including access to routine/preventative health care; mental health care, including assessment and referrals, substance use disorder services, medication management, dental care and referrals, TB screening, and other services. CM will ensure clients are linked to and accessing health, mental health, and substance use disorder services as needed. Other healthcare services include assisting clients with establishing a medical home and maintaining continuity with their medical home. DHS, Department of Mental Health (DMH), and Department of Public Health (DPH) may provide additional medical and behavioral health services through linkages to directly operated or contracted service providers including on-site and mobile services, when available.

5. Substance use services: Referrals are provided for treatment, relapse prevention and support groups. Since tenant choice is a priority, all tenants and their family members will be

provided with resources for access to treatment, relapse prevention, and support groups at their discretion.

6. Educational Services: SC/CM can provide group or one-on-one computer training and assistance with school enrollment. SC/CM will also assist tenants in pursuit of educational opportunities the tenant would like to pursue, including researching opportunities, applying to schools and obtaining financial aid assistance. Assistance is also provided to obtain their GED, further education, and any assistance needed to obtain reasonable accommodations in the education process.

7. Employment Services: On-site, SC/CM will provide one-on-one support or groups regarding employment and resume building based on tenant need.

8. Linkages to Outplacements: VCH participates in the moving on initiative where its PSH tenants who are ready to live in non-PSH are supported in making the transition. As appropriate, VCH assists tenants in obtaining Section 8 tenant-based vouchers, or market rate housing and any reasonable accommodations associated with the housing resource. VCH also connects tenants with in-home caregiving and/or transition to board and care, as needed.

9. Life Skills Training: Tenants are provided one-on-one support and group workshops that cover independent life skills such as healthy personal hygiene, proper household cleaning maintenance, cooking, nutrition, laundry, accessing the internet and more. When needed, CM will assist clients with obtaining services to meet basic needs, such as clothing and food.

10. Representative Payees: SC/CM can assist tenants in locating and connecting with local representative payee services. Representative payee services may include paying the tenant's rent in a timely manner. VCH routinely connect tenants with representative payee resources and will do so as appropriate.

11. Legal Assistance: VCH generally refers tenants to Housing Rights Center and Bet Tzedek to overcome any barriers to accessing and maintaining permanent housing and supportive services (e.g., credit history, criminal records, and pending warrants). The SC/CM works with tenants throughout the process where assistance is needed. SC/CM may go with the tenant to the legal clinic and provide advocacy support as needed.

12. Medication Management Services: Medication management services shall be managed by appropriate and authorized health care services, either through the Housing for Health program or through a private provider. CM/SC shall not dispense nor handle medications directly. However, VCH shall accommodate the needs of tenants on a case-by-case basis to assure that medication management needs are not a barrier to retaining housing. CM will assist clients with maintaining medication and treatment regimens, including accompanying clients to appointments with health, mental health and/or other care providers.

13. Attendant Care: VCH connects tenants with In-Home Supportive Services funded through the county.

14. Harm Reduction and Housing Retention: VCH will provide on-site harm reduction services, relapse prevention, and eviction prevention counseling. The services staff is trained in Harm Reduction principles and utilizes the Stages of Change model and Motivational Interviewing to respect tenant choice and elicit change. Our Harm Reduction work focuses on decreasing the harmful consequences of problematic substance use and works to address problematic substance use from a trauma-focused or health-focused perspective. The VCH services team strives to bolster the tenant's internal and external resources and address the underlying issues. Additionally, our harm reduction strategies extend beyond substance use, and are applied to other areas such as mental health, medication compliance, money management and hoarding. We work with community partners to find detox, inpatient and outpatient drug and alcohol treatment programs that allow the tenant to maintain their housing while seeking support. VCH works with the tenant to pay ahead or utilize automatic payment options through trusted banks to ensure payment of rent while the tenant is out of their housing. We will also assist the tenant in completing a reasonable accommodation to be submitted to the housing authority and property management.

15. Social and Recreational Activities: SC/CM provides community activities such as coffee hours, karaoke, movie nights, book club, poetry readings, acting workshops, celebrations and more. SC/CM posts a monthly calendar of events that are open to all tenants of a property. Social activities draw tenants out of their apartments and into the community. Interactions between tenants foster a community where tenants respect one another and look out for each other.

16. Green Education Services: The building will incorporate several sustainability features. On-site staff will educate tenants on recycling and resource conservation. Green Living Workshops will be offered on topics like nutrition, energy conservation, and edible gardens. The property has a community garden that will be led by the tenants in the cultivation and ongoing maintenance. A master gardener will be consulted to educate tenants. Tenants will learn how to tend to plants and vegetables and then use the vegetables in cooking classes. The building will incorporate several sustainability features.

17. Budgeting: Support is provided through one-on-one assistance with budgeting and included in the educational classes which focus on financial education and empowerment. These educational services include, but are not limited to, assistance with household budgeting; assistance with overcoming bad credit, no credit, and/or eviction histories; and arranging for representative payees for clients who require assistance in money management and/or are at-risk for non-payment of rent. CM will assist clients with obtaining income and/or establishing benefits. This includes coordinating the completion and submission of applications for health insurance benefits (e.g., Medi-Cal, Medicare, Covered California, etc.), disability benefits (e.g., Supplemental Security Income [SSI], Supplemental Security Disability Income [SSDI], etc.), and other sources of financial assistance, (e.g., Unemployment, General Relief [GR], etc.). CM will also provide advocacy on behalf of clients, as appropriate.

18. Transportation Assistance & Education: Transportation assistance will be coordinated by the SC/CM who assist tenants with public transportation planning. All off-site supportive services are generally within five to ten miles of the project. For off-site supportive services, tenants will be able to take public transportation, private transportation services, and VCH has

a car or van on-site for tenant transportation assistance. Emergency bus tokens are also available.

The SC/CM will research other transportation options such as Medicaid-Cab, and work to promote free transportation options for tenants, and reduced fares on public transportation. Mass transit is easily accessible. Tenants who qualify can also utilize Access and staff will provide support in applying for this service.

Services staff will actively promote the use of public transportation by including local bus stops in their initial building tour for all new tenants and by teaching them how to use the Los Angeles County Metropolitan Transportation Authority (MTA) website's trip planner feature prior to offsite appointments. Individualized or group training will give tenants the skills and confidence required to safely travel on public transportation. The training will be designed to enhance independence through greater mobility options for tenants and provide tenants with essential skills, such as reading a bus/train schedule, paying fare, boarding and exiting a bus/train, making a transfer, knowing how to signal the driver/conductor to stop or for assistance, making judgments about safety and danger and using appropriate social and communication skills.

19. Parenting Education/Support: VCH can provide assistance on an as needed basis. Children may or may not be living with the tenant household. However, techniques and best practices are shared with parents. Assistance can be provided in locating child care services and after school programming.

20. Information & Referrals: Newsletters and monthly calendars will be issued to inform tenants about available services in the community. Staff will assist tenants to access services through referral and advocacy, and organizing community-building and/or other enrichment activities for tenants, such as tenant councils and advocacy work. CM will monitor and follow-up with tenants and service providers to confirm timely completion of referrals and linkages, access to services, and maintenance of services.

IV. Outreach and Tenant Engagement in Services

Successful supportive housing is a partnership between tenants, services staff, and property management. Meaningful tenant involvement is a key factor in a balanced relationship between the services and property management of the project. Tenants will be supported in working together to develop their own program activities and to support advocacy on their own behalf, such as forming a tenant council and participating in focus groups to give feedback.

The building itself is designed to draw tenants out of their apartments and engage in the community. The community room is utilized for social and recreational activities, workshops and classes and lounge areas. Staff offices are centrally located so that tenant interaction with staff is frequent.

A tenant council will be formed so that tenants will have a mechanism to voice their concerns and negotiate resolutions to community problems with the on-site property manager and

service delivery team on a regular basis. Community events, workshops, seminars, and groups are cultivated by the council, such as poetry nights, karaoke, gardening, walking groups, and other activities.

The property will conduct an annual tenant satisfaction survey. The survey will assess tenants' satisfaction with both housing and services. There may also be a box in the community room where suggestions, ideas and concerns can be left to protect the anonymity of the tenants and will be collected and reviewed on a regular basis.

V. Measurements of Outcomes

Successful supportive housing is a partnership between tenants, services staff, and property management. Meaningful tenant involvement will be a key factor in a balanced relationship between the services and property management of the project.

Targeted outcomes are:

1. Housing Retention: At least 90% of tenants retain permanent housing (remain in unit or exit to other permanent housing) after 6 months, 85% after 1 year. There will be at least a 90% housing stability rate across all tenants/units annually.
2. Increase in Benefits: 100% accessed for eligible benefits (at minimum SSI/SSDI, GR, CalWORKs); of those eligible for additional benefits, 90% received within 1 year.
3. Tenant Satisfaction: 80% of those who complete evaluations express satisfaction with the provided housing and services.
4. Prioritizing the Most Vulnerable to End Homelessness: Initial lease up and turnover units will prioritize the homeless for the 68 supportive housing units, referred through the Coordinated Entry System.

VCH will report data through the Los Angeles County Homeless Management Information System and CHAMP. Services staff will participate in ongoing training to ensure quality of service and ongoing growth and results of the tenant survey will also inform training and service models

VI. Operational Policies and Procedures

A separate Property Management Plan will be created for RDC. This section outlines some of the aspects of operations that are specific to providing supportive housing.

A. Reasonable Accommodation Requests

Reasonable accommodations and modifications will be made to meet the needs of disabled applicants, including applicants with both physical and/or mental disabilities. Management will apply the same screening criteria to all applicants. However, management is obligated to offer applicants with disabilities additional consideration in the application of rules, practices, or services and structural alterations if said accommodation will enable an otherwise eligible applicant or tenant with a disability an equal opportunity to access and enjoy the housing provided. Management is not, however, required to make a reasonable accommodation or physical modification if the accommodation or modification will result in an undue financial or administrative burden to the property or if it requires management to alter or change a basic component of the housing.

If an applicant has a physical or mental disability, and as a result of this disability there are reasonable accommodations that should be considered in the application, the applicant may attach a note to the application or make a verbal request describing the reasonable accommodation(s) being requested and why it should be considered in the application. The applicant may be asked to fill out a reasonable accommodation request form upon receipt of his/her application, though is not required to, and the applicant may be requested to provide written verification from his/her health care provider or other credible party that: 1) the applicant is disabled under California law; and 2) the requested accommodation is related to, and needed because of, the disability.

The tenant has the right to receive notice whether the reasonable accommodation was approved or denied in writing, shall have the opportunity to discuss or recommend alternative accommodations if needed, and shall have the right to appeal. Services staff will be trained to be aware of when applicants might be in need of reasonably accommodative support and proactively engage with management to assure that the target population has equitable and affirmative access to the available units. The reasonable accommodation process is also available to tenants during the duration of time they occupy the unit.

B. Lease and House Rules Violations

Evictions are minimized through clear communication with tenants regarding responsibilities and expected behavior. Regular meetings with the site staff team, including the service providers and property management staff, will have a standardized agenda (see Exhibit IV) that will address concerns that span property management and service provision. The meetings will include at a minimum: significant and relevant changes, rent changes, events and activities scheduled at the property, legal notices received by tenants, eviction updates, tenant issues, and move-ins and outs. At the meetings the team will discuss strategies for site staff to assist households in obtaining the services or support they need in order to preserve their housing. The weekly/bi-weekly meetings will provide opportunities for early intervention to avoid lease action. Lease violations will be issued by the property manager directly to the tenant. VCH SC and CM will receive a copy of the notices unless instructed in writing otherwise by a tenant. This practice gives VCH staff the opportunity to intervene on the tenant's behalf to prevent eviction and preserve tenancy.

Supportive Services will work collaboratively with the tenant, Management, and each other to prevent evictions. Evictions shall always be a last resort. House rules, tenant law, and the leases shall be the framework that management staff shall refer to when working with services and tenants to retain their housing. Where consistent application of flexibility is likely to result in housing retention, such accommodations shall be built into the team's response to tenant issues. The following lists the standards for addressing lease and house rules violations. Supportive Services will work in partnership with Management according to these guidelines.

Prevention Steps:

1. Property management and the supportive service team will review tenant list of notices, delinquencies and/or other lease violations or items of concern.
2. Property management and supportive services will discuss and document plans for providing tenants with rental assistance, support around house rules, including lease violation related education and resolution. Examples of documentation include payments plans and housing retention plans.
3. Property management and supportive service will meet with the tenant to discuss an arrangement which may include outside rental assistance or other intervention. If appropriate, property manager will serve the lease violation to the tenant.
4. Supportive services will provide follow-up on status of support at each meeting.
5. Property management and supportive services will set documented deadlines for rental or other assistance to be received or expected behavioral changes to occur, taking into consideration the time needed to work with the tenant to bring about the needed change.
6. Supportive services team and management will continuously communicate and collaborate in order to ensure that necessary interventions occurred and to mitigate future lease violations.
7. Management, in accordance with the owner's standards, the lease, and fair housing law, will set a number of allowable lease violations before further legal action will be taken. The number of allowable lease violations will vary based on circumstances, but will always be based on the fair application of the requirements of the lease.

C. Eviction Prevention

Notices to perform or quit will be issued by the property manager for lease violations. Unless instructed in writing otherwise by a tenant, VCH SC and CM will receive a copy of the notices. This practice gives the SC and/or CM the opportunity to intervene on the tenant's behalf to prevent eviction and preserve tenancy and to apply behavior modification strategies. Regular site staff meetings also allow both supportive services and property management staff designated time to discuss and strategize about non-private (in compliance with HIPAA laws) behavioral concerns that might impact the apartment community. In instances where circumstances may lead to eviction, a reasonable accommodation may be requested of property management in order to assist the tenant in preserving his/her tenancy. Lastly, where evictions are inevitable, the services staff can and will assist the tenant to relinquish their unit, and relocate alternative housing as a last effort to avoid a formal eviction process.

EXHIBIT I

Services Staffing Chart

Supportive Services Staffing

Reese Davison Community

136 tenant units + 4 manager units

Title	Target Population	Agency	Location		FTE
Staff position title	Population(s) the staff position will work with.	Agency employing the staff position	On-site	Off-site	FTE specific to the project
Case Manager	Chronic Homeless	VCH	X		1
Case Manager	Chronic Homeless	VCH	X		1
Case Manager	Chronic Homeless	VCH	X		1
Service Coordinator/Case Manager (0.6/0.4 FTE split)	Chronic Homeless/Low Income Artists/Families	VCH	X		1
Service Coordinator	Low-Income Artists/Families	VCH	X		1
Associate Director	Chronic/Low Income	VCH	X		0.30
Director	Chronic/Low Income	VCH	X		0.10
				TOTAL	5.40

EXHIBIT II

Venice Community Housing Preliminary Supportive Services Budget

Expense	Annual Cost
<i>Personnel (Salary + Benefits @ 25%)</i>	
Intensive Case Management (3.4 FTE)	\$136,000
Service Coordination (1.6 FTE)	\$64,000
Staff Supervision/Program Oversight	\$28,800
Personnel Benefits (at 25%)	\$57,200
<i>Subtotal Salary and Benefits</i>	<i>\$286,000</i>
<i>Direct Services Costs</i>	
Individual Resident Supports (i.e. transport, food)	\$35,000
Collective Resident Supports (i.e. holidays, groups)	\$20,000
Education & Training, Peer Advocacy	\$40,000
Consultants, Facilitators, Other contracted services	\$20,000
<i>Subtotal Direct Services/Supports</i>	<i>\$115,000</i>
<i>Other Expenses</i>	
Training	\$6,250
Supplies	\$2,500
Mileage / Parking	\$3,750
Equipment (Lease/Purchase)	\$1,250
Administrative Costs	\$18,750
<i>Subtotal Direct Services/Supports</i>	<i>\$32,500</i>
Total Social Service Expenses	\$433,500

EXHIBIT III

Services Matrix

Service	Description of Service	VCH	Outside Agency
Case management with individual service plans	Description: Case Managers meet with the tenant to collaborate and create an individualized service plan (ISP) where the tenants achieve goals they set in order to improve their health and well-being. ISP's set goals with action steps, time frames, resources, and barriers. Frequency: An initial assessment is completed within the first 72 hours after move-in, unless the tenant declines services from VCH, and reviewed at a minimum of every 3 months.	X	
Benefits counseling and advocacy	Description: Assist tenants with benefits applications and appeals for sources such as Medi-Cal, income benefits, and other mainstream services. Frequency: Assessed at intake and assisted as needed.	X	
Mental health care	Description: Mental healthcare includes assessments, crisis counseling, individual and group therapy, and support groups. Tenants may also see psychiatrists at their local mental health provider healthcare system or potentially on-site with a VCH team member. Frequency: Initial assessment and addressed as needed. Often a weekly or bi-weekly discussion	X	Refer to local mental health providers as needed
Physical health care	Description: Appointments with medical doctors who provide routine and preventative health and dental care. Frequency: Routine check-ups are typically conducted at least once per year and additional services are dependent on the health care plan.		Refer to local physical health provider. Assist with signing up for healthcare coverage.
Substance use services	Description: VCH views substance use services in two phases. Phase I is where treatment, relapse prevention, individual counseling and support groups occur. Phase II is viewed as continuing the recovery by strengthening their skills in other areas such as preparation for employment, parenting, anger management, and communication skills are stressed. Frequency: Phase I can last roughly six (6) months. Phase II can be on-going.	X	Refer to local substance use provider as needed
Educational services	Description: VCH services staff provide classes covering topics such as computer skills, healthy living, money management, resume workshops, job search workshops and more. VCH services staff will also assist tenants in pursuit of educational opportunities the tenant would like to pursue, including researching opportunities, applying to schools and obtaining financial aid assistance. Assistance is also provided to obtain their GED, GI bill benefits and grants, and any assistance needed to obtain reasonable accommodations in the education process. Frequency: Classes are provided as desired by the community. Individual assistance with seeking other educational opportunities is provided on an as-needed basis.	X	

Employment services	Description: On-site services staff may provide workshops on-site regarding how to search for jobs and resume building. May also refer to outside employment development services such as Chrysalis. Frequency: Workshops may be a part of the monthly programming.	X	Refer to local employment services provider as needed
Linkage to out-placements	Description: VCH connects tenants with in-home caregiving and/or transition to board and care, as appropriate. VCH may also assist tenants in obtaining Section 8 tenant-based vouchers if appropriate and available or market rate housing and any reasonable accommodations associated with the housing resource. Frequency: As needed.	X	
Life skills training	Description: Tenants are provided one-on-one support and group workshops that cover independent life skills such as healthy personal hygiene, proper household cleaning maintenance, cooking, nutrition, laundry, accessing the internet and more. Frequency: As needed individually for one-on-one support, and group workshops are typically provided in the monthly programming.	X	
Representative payee	Description: Services staff will connect tenants with community based representative payee services as needed where services may for example include paying the tenant's rent in a timely manner. Frequency: As needed.		Refer to local provider.
Peer support & advocacy	Description: We do work diligently to ensure all of our tenants have the opportunity to be leaders in their community. Each of our sites have a tenant council where tenants are able to inform the decisions made regarding their community. These tenants work closely with Services staff to provide support to new tenants and tenants who are struggling with adjusting to the community – such as inviting them to gatherings, taking them to 12-step meetings, and providing them with welcome packages. We also have many staff members who are tenants. Frequency: As needed. Tenant councils are set-up at each site.	X	
Legal assistance	Description: VCH refers tenants to Inner City Law Center, Housing Rights Center and Bet Tzedek. The VCH services staff works with tenants throughout the process where assistance is needed. Frequency: As needed.		Refer to local agency including, Housing Rights Center and Bet Tzedek.
Medication management	Description: VCH refers tenants to local community based medication management services. Frequency: As needed.		Refer to local provider.

Attendant care	Description: Services staff can assist tenants to locate local attendant care services. Services staff most often connect tenants with In-Home Supportive Services (IHSS) through LA County's Department of Public Social Services and assist with reasonable accommodation requests for live-in aides. IHSS services include housecleaning, meal preparation, laundry, grocery shopping, personal care services, accompaniment to medical appointments, and protective supervision. Frequency: As needed.		Refer to local provider.
Adult day care	Description: Services staff will assist tenants to locate a local Adult Day Health Center (ADHC) Programs. Each ADHC center has a multidisciplinary team of health professionals who conduct a comprehensive assessment of each potential participant to determine the needed services. Services provided include personal care, hot meals and nutritional counseling, professional nursing services, etc. In the event, the tenant is unable to attend an ADHC Program, the services staff connect tenants with In-Home Supportive Services (as outlined in attendant care) and assist with reasonable accommodation requests for live-in aides. Frequency: As needed.		Refer to local provider.
Harm Reduction Services	Description: VCH services staff meet the tenants where they are at while exploring the benefits of changing, reducing or eliminating high-risk behavior, while always striving for the goal to maintain the tenants housing and maximize their access to resources. Frequency: As needed.	X	
Housing Retention/Eviction Prevention Services	Description: VCH staff work in collaboration with property management and tenants to exhaust all options to mitigate the behavior the tenant is displaying which calls into question potential eviction and keep tenants housed. Frequency: As needed.	X	
Social & Recreational activities	Description: VCH services staff coordinate events such as coffee hours, karaoke, movie nights, book club, poetry readings, acting workshops, celebrations and more. Services staff post a monthly calendar of events that are open to all tenants of a property. Frequency: On-going programming provided almost daily.	X	
Green Education	Description: VCH provides a variety of green living programming including gardening, recycling and awareness programs. Most properties have a gardening club where tenants take responsibility for planting and maintaining the garden. Frequency: As desired by the community, usually weekly or bi-weekly.	X	
Money Management	Description: On-site classes coordinated or provided by the services staff may include budgeting, credit awareness and more. Frequency: As desired by the community.	X	
Transportation Assistance	Description: VCH supports all tenants upon move-in with educational support on available transportation and connects tenants with free transportation or cost-savings programs to facilitate mobility and independence. Tenants are shown how to use public transportation and apply and utilize Access where eligible. Help with transportation planning. Sites may have a VCH car/van available to transport tenants to appointments, the grocery store, or accessing community services. Refer to the car/van policy. Frequency: Initial assessment upon move-in and on-going one-on-one support or workshops provided as needed.	X	

Parenting education (family projects/as needed)	Description: One-on-one support and workshops may be provided which cover parenting skills. Otherwise, refer to local provider. Frequency: As needed and available.	X	Refer to local provider, as needed.
---	---	---	-------------------------------------

EXHIBIT IV

Property Management and Resident Services - Standing Meeting Agenda Outline

<i>Date</i>	
<i>Attended</i>	
<i>Policy</i>	This meeting will be held on XX of each week at XX:XX. Please ensure that it is scheduled as a standing meeting on your calendars.
<i>Cancellation Policy</i>	If this meeting does not happen, the supervisor must be notified as to the reason for cancellation and when it will be rescheduled. Please note, that the expectation is that these meetings will occur on the scheduled date and rescheduling should only occur due to emergency or vacation situations.

Item to be covered			Notes/Action Items		
Housing Stability Actions (attach additional sheet for notes if needed)	Unit	Name	Housing Stability Issue & Updates	Support Plan Check-In Completed	Who Will Follow Up
Three Day Notices (Rent)					
Voluntary Notice(s) to Vacate					
Recertifications					
Pending Evictions					
Move-ins and scheduled leasing signings					
Occupancy Report					
Upcoming Inspections- what is needed from Services					
Policy Changes – with 30 day timeline for notification					

Resident Issues – (i.e.: residents looking for services)	
Time away from the Site – vacations, trainings, community outreach	
Maintenance projects/ vacations – that impact RS activities; community ctr.	
Copy of Monthly RS Calendar – discussed activities for next 2 weeks	
Resident Meeting – discuss next scheduled meeting; topic items	
Service Provider:	
Open Discussion – items not previously discussed	

Please note: Part of the general discussion around residents is that both the PM and the SC should notify each other of any recent incidents or concerns that affect residents and/or staff, such as incidents of violence, police calls, suspected drug activity, burglaries, accidents, gang tagging, children that may be neglected, etc.

