

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

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

**Response:**

Avalon Apartments 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. Avalon Apartments will specifically address the priorities of "The frequent cycle suffered by many adults struggling with mental issues that sees people cycle between: homelessness, institutionalization, incarceration, and emergency rooms" and "Adults who are homeless, and who lack safe, affordable and permanent housing."

Los Angeles County Department of Mental Health (LACDMH) recognizes and prioritizes the need to provide permanent supportive housing and on-site services for homeless tenants with mental health disabilities. The services will provide an enriched living experience for tenants to improve and maintain physical and mental health, gain increased independence, reduce homelessness, and live in a safe and secure housing environment. Services will include mental health counseling, case management, educational/training services, life skills workshops, substance abuse services, self-help groups, and more. These 'wrap around' services are provided in partnership with the LACDMH and local non-profit organizations to increase self-sufficiency, develop independent living skills, and promote an interactive and vibrant living community. Services are also designed to promote recovery, wellness, and resiliency. Two (2) full-time on-site Residential Service Coordinators (RSCs) will be available on-site to coordinate services, make necessary referrals, and provide intervention in times of crisis.

Avalon Apartments meets the MHSA objectives mentioned above by making available thirty-seven (37) units for MHSA households (individuals and/or families whose heads of households are diagnosed with mental illness), as verified by the Los Angeles County Department of Mental Health.

Avalon Apartments responds to the unique needs of formerly homeless tenants in this neighborhood of Los Angeles by providing intensive case management and connecting tenants to the full range of support services they need to improve their lives and reach their recovery goals. In addition to affordable housing, the services mentioned above will be designed around the anticipated needs of tenants and will be continually evaluated and adapted to reflect the changing needs of tenants. Supportive services will be available on-site and free of charge for the tenants of Avalon Apartments to help them maintain their housing and improve their health and well-being.

## Item D.4 Description of Target Population to be Served

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

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

### Response:

Avalon Apartments will be home to thirty-seven (37) MHSA households, comprised of adults and families whose head of household or other household member who has been diagnosed with a chronic mental illness, as verified by the Los Angeles County Department of Mental Health. Of these special needs households, 100% will also be homeless, as defined by the McKinney-Vento Act. Additionally, all tenants will have incomes under 30% of AMI.

The targeted population will require intensive services especially in the areas of mental health, substance abuse, health care, legal advocacy and proactive outreach and engagement. Intensive mental health services will be provided through the LACDMH's network and Kedren Community Mental Health Center. Kedren will function as lead mental health provider for this project. These services will include case management, medication support, psychiatric services, crisis intervention, individual therapy, rehabilitation and therapeutic groups, and substance abuse services or referrals to treatment, if appropriate.

Avalon Apartments will have 37 one, two and three bedroom apartments for MHSA households. The unit mix and rental restrictions are shown below.

	# of units	Rents	Utilities	Net Rent
One -bedroom	11	474	26	448
Two- bedroom	14	569	32	537
Three- bedroom	12	657	41	616
Total	37			

## Item D.5 Tenant Eligibility Certification

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

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

### Response:

Individuals with a mental health diagnosis interested in applying for an MHSA unit will follow a specific process to determine MHSA eligibility. This process will occur during the pre-qualification process and before third party verification and housing authority process occurs.

The MHSA pre-certification process will begin five months before construction completion. LACDMH will create Avalon Apartment specific certification forms (the four documents listed below) which will be given to anyone interested in applying for a rental unit at Avalon Apartments and qualifying for an MHSA unit. Mental health providers in the service planning area as well as social services agencies serving people who are homeless will be notified approximately four months before the building completes construction.

Referring case managers and/or applicants must complete the following four LACDMH forms for MHSA certification. These forms can be obtained directly from LACDMH or from Barker Management, Inc. (the property management company).

1. Protected Health Information Release Form (PHI)
2. Sample of appropriately completed PHI Release Form
3. Certification of Homelessness
4. Certification of Residence in a Homeless Facility

The Certification Application is completed by DMH after the four LACDMH forms are submitted.

Upon review, LACDMH will provide a copy of the MHSA certification to the applicant's case manager and property management company. Referring case managers and/or applicants will submit their MHSA certification along with the Avalon Apartments Housing Intake Form to the property management staff once the pre-qualification process starts. If any MHSA certified applicant is determined to be ineligible for a rental unit at Avalon Apartments, property management staff will also notify LACDMH and applicant's case manager.

## Item D.6 Tenant Selection Plan

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

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

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

### Response:

The processes which constitute the tenant selection plan for Avalon Apartments are outlined below.

#### 1. REFERRALS

Many of the potential tenants of Avalon Apartments are expected to be referred from the following agencies: Kedren Community Mental Health Center, Compton Child & Family Services Center, Compton Mental Health Center, Didi Hirsch Taper Center, LA Child Guidance Clinic/Prototypes, Exodus Recovery, Watts Labor Community Action Committee (WLCAC), Augustus Hawkins Community Mental Health, Shields for Families, Latino Mental Health Center, and St. Francis Medical Center. As the primary service provider, Kedren will employ two on-site Residential Service Coordinators who will work with ACOF's lease up staff and meet with social service agencies and groups to increase referrals and facilitate the application process.

#### 2. APPLICATION PROCESS

All applicants will be referred to Kedren for program eligibility verification. Kedren will then refer all eligible applicants to the property manager, Barker Management Inc. (BMI), for income verification. Upon receipt of applicant information from Kedren, BMI will complete the eligibility verification (i.e. verify income, conduct background check, etc.). MHSA units are also expected to receive Section 8 Project Based Assistance (PBA). As a result, all applicants approved by Kedren and BMI must be referred to the Housing Authority of the County of Los Angeles (HACoLA) in order to determine eligibility to occupy a unit at Avalon Apartments pursuant to Section 8 requirements. HACoLA staff will determine Section 8 Project Based Assistance Eligibility per HUD and HACoLA regulations and policies and process all applicants through their internal background check program. Applicants who have been evicted from a federally-assisted housing project will not be eligible for tenancy.

All applicants will be initially interviewed by the property manager and the primary service provider. The property manager will inform the applicant in writing of denial or approval. Applicants who are rejected for tenancy will be informed of their option to appeal. With the approval of the applicant, the referring case manager will also be notified of the property manager's decision.

Completed applications will be stamped, dated as they are received, and then sorted for family size, income level and eligibility status.

### **3. WAITING LIST**

Applicants will be offered only one apartment. Mitigating circumstances may be taken into account, such as an emergency situation or hospitalization. In such a case, if an applicant cannot accept an apartment during the initial lease-up of the building, the applicant would be placed on the waitlist in chronological order.

Completed applications will be stamped, dated as they are received, and then sorted for family size, income level and eligibility status. Applicants will be qualified under Section 8 guidelines (if applicable), California Tax Credit Allocation Committee (TCAC) and all other applicable regulatory agreements by the project manager. All qualification processing is subject to review and approval by ACOF.

BMI's on-site staff will maintain one waiting list for Avalon Apartments. Applicants will be placed in the order of their application date and time, with a notation of priority determination. Those that are not selected as a tenant will remain on the waiting list, and shall receive a letter informing them of their status with an estimate of when the next unit of the size and income designation they seek may be available, based on previous turnover histories for similar housing projects.

- A. Applicants will be added to a waiting list in chronological order.
- B. In the event that the volume of applications received exceeds the number of available apartments and more than one applicant qualifies for the unit; the application with the earliest date will be approved. The other will go on top of the list until the next unit is available.
- C. When the next 30-day notice is received by property management, the property manager will notify the applicant at the top of the waiting list. If the applicant turns down the unit, management will then proceed to the next person on the waiting list. With the approval of the applicant, the property manager will also notify the referring case manager.

If an applicant on the waiting list rejects the unit offered to him/her, it is considered to be a withdrawal of the application by the applicant

### **4. PROCESS FOR SCREENING AND EVALUATING ELIGIBILITY OF PROSPECTIVE MHSA TENANTS**

LACDMH will certify all MHSA tenants as a pre-qualification. Upon completion of that process, applicants will complete an Intake Form specific to Avalon Apartments. If applicants appear to meet the eligibility requirements, a full application will be sent to the applicant. Upon receipt of a completed application, the property manager will review the information and conduct third party income verifications, landlord references, and criminal background checks. The following are some of the processes and considerations:

- A. Financial
  1. Upon initial occupancy, resident's income cannot exceed 30% of the Area Median Income as published annually by the U. S. Department of Housing and Urban Development and the California Tax Credit Allocation Committee.
  2. Third-party income verification will be required from all sources, including but not limited to:
    - a. Employment, Self Employment
    - b. Savings and checking
    - c. Pension
    - d. Disability
    - e. Asset verification, property, home, stocks, bonds, annuities, IRA, etc.
    - f. Government assistance, A.F.D.C., food stamps, etc.
    - g. Social Security

- h. Child Support/Alimony
- i. Non-Tuition Financial Aid.

3. A credit reference will be required for all adult household members over 18 years of age covering the last five years. Any outstanding collections which exceed \$1,000.00 (medical expenses exempt from this standard) is basis for denial of applicant. Applicant will be considered for tenancy if he/she can prove that he/she moved (divorce) and spouse was responsible for all debts.
4. Criminal record checks will be conducted on all adults in the qualified households who have satisfied the income requirements, credit report and tenancy requirements. This process will also apply for attendant care providers that will be occupying the unit. A criminal history or misdemeanor offense (s) could be grounds for denial, including:
  - a. Applicants convicted of acts of violence within the past three years will be denied occupancy.
  - b. Applicants with child molestation and/or sexual misconduct convictions will be denied occupancy.
  - c. All applicants with a criminal conviction relating to the manufacturing or sale of illegal drug or control substances will be denied occupancy.
  - d. Applicants that have been evicted from a federally-assisted housing project within the past 3 years will be denied occupancy.

If the applicant meets the project guidelines after those verifications are completed, the application is then sent to the Housing Authority for approval under the Section 8 Project Based Assistance Program.

If the applicant does not meet project guidelines, a letter indicating “unable to accommodate” will be sent to the applicant along with information about the appeals process. At any time during the application process, the applicant may request a reasonable accommodation, as further discussed below. In addition, with the approval of the applicant, the referring case manager will be given an opportunity to appeal any application denial, including decisions based on information obtained from criminal record checks. However, all applicants will have to demonstrate that they meet program requirements.

**5. CRITERIA USED TO DETERMINE A PROSPECTIVE MHSA TENANT’S ELIGIBILITY FOR OCCUPANCY IN THE DEVELOPMENT**

Occupancy is restricted to eligible households that are homeless (per Section 103 of the McKinney-Vento Act) and include a disabled adult diagnosed with a mental illness by a licensed practitioner in accordance with US Department of Housing and Urban Development (HUD) definitions. The head of household must be 18 years of age or older, unless he or she is an emancipated minor.

Additionally, HUD provides occupancy standards restricting the number of people per bedroom, as follows:

<u>UNIT SIZE</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
1 Bedroom	1	3
2 Bedroom	3	5
3 Bedroom	4	7

Applicants must be able to maintain the housing unit in accordance with local health standards and Housing Authority standards, with or without assistance. All applicants must have proof of legal residency, a valid Social Security Number and legal photo ID. Birth certificates and/or proof of guardianship will be required of dependent minors. Total household income cannot exceed 30% of area median income and each household will not pay more than 30% of their adjusted income for rent. Actual rent amount will be determined by the subject Housing Authority or the current published TCAC rents at the time of lease up. Details pertaining to rent and income levels are provided in the following chart.

**AFFORDABLE MHSA UNITS**

# OF UNITS	% AMI	TYPE	RENT DETERMINED BY HACOLA	MAXIMUM HOUSEHOLD INCOME
11	30	1BR	30% OF INCOME OR \$448*	\$17,130; \$19,560; \$22,020
14	30	2BR	30% OF INCOME OR \$537*	\$17,130; \$19,560; \$22,020; \$24,450; \$26,430
12	30	3BR	30% OF INCOME OR \$616*	\$17,130; \$19,560; \$22,020; \$24,450; \$26,430; \$28,380; \$30,330

\*Whichever is less

\*\*Approximate rental rates based upon current income limits published by U. S. Dept. of Housing & Urban Development and current housing authority utility allowances. Rental rates subject to change.

\*\*\*One three bedroom unit will be reserved for the on-site property manager.

All applicants must meet certain underwriting guidelines. Avalon Apartments is subject to the requirements of several funding sources including MHSA and City of Industry that have made it feasible. The above information reflects these requirements to the best of management's knowledge at this time, but is subject to change if required for compliance with law, regulations or policy changes.

**6. APPEAL PROCESS FOR INDIVIDUALS DENIED TENANCY IN AN MHSA UNIT**

Applications may be rejected for any of the following reasons: negative landlord or other reference, including failure to comply with the lease, poor payment history, poor housekeeping habits, or eviction for cause; a felony conviction; rent exceeding 50% of monthly income without a demonstrated ability to pay; falsification of any information on the application; family size that does not conform to the stated minimum and maximum sizes; income exceeding the area median based upon income limits established at the property; a history of violent or abusive behavior (physical or verbal), in which anyone in the applicant's household was determined to be the offender; and/or anyone in the household is subject to lifetime registration requirements under any state sex offender program.

All rejected applicants will have the right to appeal the decision. The appeal must be received by the property manager no later than fourteen (14) days after the "unable to accommodate" letter is received. Within three working days of receipt of an appeal, the appeal will be forwarded to the Director of Compliance or the Regional Manager of Barker Management, Inc. and to the assigned Residential Service Coordinator for Avalon Apartments. Units may not be held during the appeals process. If the appeal is successful, the tenant will be offered the next available unit.

**7. REASONABLE ACCOMODATION POLICIES AND PROTOCOLS**

Reasonable accommodations will be provided to meet the needs of disabled applicants, including applicants with both physical and/or mental disabilities. All requests for reasonable accommodations will be addressed through the onsite property management office, and all forms for these requests may be obtained at this office. The on-site service coordinator, case managers and the network of mental health providers or any available support system will work with the prospective resident to assist in this process, if needed.

ACOF and BMI will apply the same screening criteria to all applicants. However, as owner, ACOF will

offer qualified 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. ACOF is not, however, required to make a reasonable accommodation or physical modification if the accommodation or modification will result in an undue financial burden to the property or if it requires ACOF 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 an application, applicants are instructed to attach a note to their application describing the reasonable accommodation(s) they are requesting and why they should be considered in the application. Applicants will be asked to fill out a Reasonable Accommodation Request form upon receipt of the application and further information may be required from a certified medical provider to verify the need for reasonable accommodations.

If as a result of a disability, the applicant needs a change in the way management communicates with the applicant, potential tenants are encouraged to contact BMI, or visit the leasing office and tell staff what change is being requesting. This can include requests for notices and applications in large print, for those with a visual impairment, or to have applications sent to those with mobility impairments. In addition, property management can be reached by a TTY line for those with a hearing impairment by calling the California Relay Service.

In addition, applicants may request that a Residential Service Coordinator (RSC) be assigned to help them with the application process. Services offered by the RSC include:

- Explaining and filling out the application form
- Obtaining supportive documents needed to complete the application
- Attending the property management interview with the applicant
- Helping with the appeal process
- Helping with a reasonable accommodation

BMI will conduct targeted marketing to special needs populations. In conducting targeted marketing, BMI will follow all applicable fair housing and non-discrimination legislation and regulations.

All units are adaptable, as defined by the California Building Code. Five (5) units are accessible; these units are designed with specific features for persons with mobility impairments, as well as, hearing impairments and sight related impairments. Preference will be given to applicants who require a unit with the specific design features offered in accessible units in the development. All reasonable efforts will be made to rent accessible units to applicants who require or who could benefit from such units. Outreach will be conducted with agencies whose clients require or could benefit from such units.

In the case of an accessible unit, when no qualified household has applied that requires the design features offered, then the unit will be offered to the next qualified household. This applicant will be required to complete a Lease Addendum form, whereby they agree to transfer to a non-accessible unit within the development should a tenant or applicant require an accessible unit.

If after occupying the accessible unit, the physical condition of a member of the household changes and a household member would then benefit from continued occupancy in the accessible unit, the household would not be required to move.



## Item D.7 Supportive Services Plan

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

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

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

9. Describe the process to ensure effective communication between the service provider and the property manager regarding the status of MHSA tenants in the development and any other issues regarding the development, including but not limited to regularly scheduled meetings and the identification of a single point of contact for communication and coordination of supportive services; and,
10. If proposing to develop Shared Housing units within a Rental Housing Development, describe the plan for developing "house rules" and provide a copy of any rules that may be in place at initial rent-up; **(Please label and attach as "House Rules".)**

**Response:**

1. Avalon Apartments includes 37 MHSA units and 17 non-special needs affordable units. For the MHSA units, tenants are expected to require intensive services especially in the areas of mental health, substance abuse, health care, legal advocacy and proactive outreach and engagement. Intensive mental health services will be provided through LACDMH's network and by Kedren Community Mental Health Center, the primary service provider. Services offered by Kedren will include case management, medication support, psychiatric services, crisis intervention, individual therapy, rehabilitation and therapeutic groups, and substance abuse services or referrals to treatment, if appropriate. All services will be *voluntary*.

ACOF is also in partnership with T.H.E. Clinic, Inc., a federally qualified health center, to develop a satellite health clinic at Avalon Apartments. Formerly known as To Help Everyone Clinic, T.H.E. Clinic was founded in 1974 to provide quality healthcare and preventive education for residents of South Los Angeles, regardless of ability to pay. More than 30 years later, T.H.E. Clinic is now a one-stop haven for a wide range of services, all designed to treat the whole person – mind, body and spirit. Medical services are available to everyone, with specialized health services for women, men, children and teens, as well as public health education. T.H.E. Clinic will provide screenings and other services to all tenants at Avalon Apartments, with a specific focus on the supportive housing tenants.

2. At Avalon Apartments, ACOF intends to work with Kedren to employ an integrative and individualized approach to providing services. When tenants first move into Avalon Apartments, they will be invited to participate in a new tenant orientation with a Kedren Residential Service Coordinator (RSC). At this orientation, tenants will learn about the services and amenities offered at Avalon Apartments. Tenants will be notified that all services are voluntary and will be given the opportunity to develop a Residential Service Plan / Initial Needs Assessment, with the assistance of the RSC. Through this process the RSC will assist tenants in identifying their individual priority needs such as medical care, mental health care, stable income, education/vocational training, independent living skills, and other supportive services. With tenant consent, the RSC will also obtain copies of the tenant's mental health coordinated case plans which will be stored in the tenant services file and updated as needed. The RSC will meet regularly with each tenant to assess service options and progress using the Resident Service Plans.

The RSC's role is to provide attention, support, and accountability to engage each tenant in addressing his/her challenges, remaining housed, and becoming more stable and independent. The RSC will conduct an assessment that measures the degree of skills that are present in several areas. This includes cooking, cleaning, laundry, budgeting, shopping, use of transportation, mental health needs, self-management of symptoms, substance use issues, primary medical care needs, educational and employment goals, and planning leisure activities. Also, other needs for therapy will be assessed, including resolving presenting psychosocial issues, increasing independence, developing satisfaction with family roles, and improving confidence or success in parenting skills.

In order to support families in developing successful family relationships and managing issues related to risk, areas important to effective functioning will be assessed through referral to one of Kedren's children's programs. In addition, the RSC will assess the benefit status of tenants, identifying other benefits that are available that may enhance the tenant's current quality of life. Once the assessment is completed, the RSC reviews the findings with his/her supervisor and later with the tenant, and short term

goals are developed to increase daily functioning and independence.

Kedren will use service utilization forms to track tenant service “consumption” patterns. Service systems to be included in the utilization forms include physical health, mental health, substance use, legal, education, employment, on-site social/recreational, counseling, and case management. The tracking data will include frequency and timing of service use for the prior six months. The data will be collected from referring service providers, and recorded, compiled and analyzed by Kedren staff in order to monitor tenant progress toward their RSP goals, results of service referrals, participation in on-site group activities, and to identify/address any challenges. Service utilization data of the tenants will be mapped against desired outcomes to determine progress and make mid-course changes in services as needed. Service utilization data will be shared (while respecting tenants’ anonymity and confidentiality) with appropriate external researchers in connection with ongoing efforts to measure the cost-effectiveness of supportive housing.

Each year, Kedren and Avalon on-site staff will survey tenants. The survey is intended to gather individual tenant data regarding self-reported experiences and perspectives about their housing and the supportive services program. Staff will cross-reference surveys with case management notes and service utilization data in order to assess the quality and effectiveness of supportive services. Kedren’s program supervisor and Avalon Apartments’ tenant representatives will review results and will make adjustments and improvements to program design and delivery. Participation will be voluntary, but staff will work to encourage representation that reflects the diversity of the community.

From the analysis described above, Kedren’s RSC supervisor and the RSCs will develop a Quality Improvement Plan (QIP) to identify areas for improvement and assure that the program and tenant goals are met. The QIP will focus on: 1) quality delivery of services; 2) tenant satisfaction; and 3) meeting regulatory requirements, including those established by the Department of Mental Health and other supporting agencies. The QIP will be developed by the RSCs directly from RSPs, service utilization data, tenant surveys, and Kedren’s analysis of these items. The QIP will then be reviewed and approved by members of the Quality Improvement Committee (QIC), whose members will be the Kedren Services Supervisor, the RSCs, and ACOF’s Resident Services Supervisor (RSS). The QIC’s main function is to address program policies; review incident reports; respond to tenant grievances; ensure appropriate recruitment, staffing and supervision protocols; and oversee management information data. The RSCs will implement the QIP via monthly meetings to discuss issues attended by service staff members of Kedren and ACOF assigned to Avalon Apartments. Additionally, in response to the QIP, RSCs will submit to his/her supervisor bi-monthly reports reflecting progress towards services achievement indicators and explaining program modifications.

The results of tenant surveys and the provision of tenant services will be discussed at the monthly Tenant Council meetings. The dissemination of program performance data at Tenant Council meetings will serve to strengthen the overall experience of each tenant’s tenure because staff will attempt to adopt the suggestions made by tenants. RSCs and the property manager will also attend these monthly meetings to obtain regular feedback that can be used to develop new programs and activities that will lead to greater tenant self-sufficiency. Participation at Tenant Council meetings is voluntary, but it is at Tenant Council meetings that tenants can formally comment on the quality of tenant services. This ongoing dialogue between tenants and staff fosters relationship-building and greater efficiency in tracking tenant feedback.

3. All services made available to MHSA tenants will be *voluntary*. The available services, delivery method, and service provider are as follows:

- a) Mental Health Services – Therapy and medication support provided on-site by Kedren.
- b) Physical health services – Health education and medical services, including screenings provided on-

site by T.H.E. Clinic, Inc.

- c) Employment/vocational services – Resume writing provided on and off-site by Kedren and community providers.
- d) Educational opportunities and linkages – Computer classes provided on and off-site by Kedren and community providers; referrals to educational opportunities will be provided on-site by Kedren.
- e) Substance abuse recovery services – Recovery support and treatment for addictions provided on and off-site by Kedren.
- f) Budget and financial training – Classes and individual assessments provided on-site by Kedren.
- g) Assistance in obtaining and maintaining benefits/entitlements – Assisting tenants to access entitlement programs for which they are eligible, including review of paperwork, scheduling appointments and consulting with legal services, provided on-site by Kedren.
- h) Linkage to community-based services and resources – Assistance with identifying gaps in services available in the community provided on and off-site by Kedren.
- i) Independent life skills – Assistance in daily living, including budgeting, cooking and groups will be provided on-site by Kedren.
- j) Legal Services – Legal assistance related to tenancy or reasonable accommodation provided off-site by Mental Health Advocacy Services.
- k) Family Support Services – Parenting classes and referral to afterschool programs provided on and off-site by Kedren and community partners.
- l) Case Management – Assessment and counseling provided on-site by Kedren.
- m) Transportation – Bus token and vans provided on-site by Kedren.
- n) Socialization and Community Integration – Social activities to encourage interaction provided on and off-site by Kedren.
- o) Recovery and Wellness Support – Peer support, health and exercise provided on and off-site by Kedren Wellness Center and on-site by T.H.E. Clinic, Inc.
- p) After-school programs – educational and career development, technology literacy, arts programs, character development and life skills, sports fitness and recreation programs in collaboration with the Watts Boy and Girls Club.

4. Kedren will provide two full-time-equivalent RSCs on-site, as well as a part-time benefits specialist and a Kedren supervisor. ACOF will assign a dedicated Residential Services Supervisor and also involve the Assistant Director or Director of Residential Services. The total staffing ratio is approximate 1 to 14 per MHSA household. In addition, tenants in Kedren's Full Service Partnership program will have additional staff assigned, as needed, which is not included in this staffing ratio.

RSCs will be on-site Monday through Friday generally from 9am to 6pm and will make daily efforts to engage tenants in services. Actual hours will be determined once tenants move in. Kedren's supervisor will meet with the RSCs each week to provide input to program operations, address emerging challenges or conflicts, and make program adaptations, as needed. ACOF's Residential Services Supervisor and Director will coordinate closely with Kedren staff to assure coordination of services and address any

program needs.

T.H.E. Clinic's satellite clinic will be available 8 to 16 hours a week, depending on need and frequency of appointments. The satellite will be staffed by licensed staff and supervised by a Medical Director.

After hours emergencies will be handled through Kedren's After-Hours On-Call Crisis Response system. RSCs will follow up with all after-hours emergencies the next business day to determine the need for further assessment and support in order to maintain tenant stability. In addition, linkages to LA County Department of Mental Health-related psychiatric emergency teams will be maintained at all times.

The RSC will meet regularly with each tenant to plan service options and progress per the Resident Service Plans (RSPs), which are developed by and with the tenant, with the assistance of the RSC, and are designed around the specific needs of the individual. The function of the RSC is to develop Resident Service Plans (RSPs), coordinate and conduct independent living classes on-site, respond to emergencies by facilitating 24-hour access to tenants' mental health and medical service providers, provide needed referrals for tenants to off-site resources, and to evaluate service outcomes. In addition, the RSC will assist tenants in daily activities as shopping, budgeting and maintaining appropriate relationships with other tenants, scheduling clinical appointments for mental health and physical health, scheduling and meeting appointments to obtain benefits, and receiving occupational testing and assessment. In addition, the RSC will assess the benefit status of tenants, identifying other benefits that are available that may enhance the tenant's current quality of life. Once the assessment is completed, the RSC reviews the findings with his/her supervisor and later with the tenant, and short term goals are developed to increase daily functioning and independence. All services will be *voluntary*. The RSC's supervisor will work closely with the on-site RSCs on day-to-day issues at Avalon Apartments. The supervisor will meet with the RSCs each week to provide input to program operations, address emerging challenges or conflicts, and request program adaptations as needed. Regular meetings will be held to review progress toward PRPs and to fine-tune plans that require further attention. Additionally, Kedren will coordinate closely with the Residential Services Department of ACOF to assure coordination of services and to address any pertinent tenant needs. However, Avalon Apartments will adopt a client privacy and confidentiality protocol consistent with professional standards for social work and psychology and in full compliance with HIPAA.

5. At Avalon Apartments, the services plan includes Initial Assessments, Resident Service Plans, Peer-Led activities, and cooperation with property management, all centered around the goals of self determination, independence and stability in housing. The purpose and strategies related to these components are intended to provide wraparound services for MHSA households. Once tenants are in affordable housing, efforts will then be focused on addressing and managing the range of issues that led to homelessness.

Kedren strives to help homeless individuals and families identify the root causes that led to their homelessness. Kedren will help the tenants gain the tools and resources to end the cycle of homelessness and lead productive, stable and self-sufficient lives. Kedren's many programs promote emotional wellbeing, mental health stability, medication management, recovery of substance use and abuse, and a return to integration within the community. These services all lead to enhanced wellness.

Tenants will be encouraged to create peer-led activities, programs and self-help groups. Peer-to-peer contact has been known to be helpful in engaging the participation of certain tenants in services. To facilitate the formation of peer-led groups and activities, Kedren will utilize peer counselors from their off-site Peer Counselor Training Program to come to Avalon Apartments, if needed.

For those tenants with substance abuse histories or continue to struggle with addiction, substance abuse recovery services will be available on-site. Although ACOF employs a harm reduction approach, alcohol is not permitted in the hallways or common areas of the building. RSCs will work with tenants to reduce the harm to themselves and will offer as a choice participation in a rehabilitation program with an intensive treatment environment to address relapse or detoxification. The purpose is to encourage tenants to

improve their health and manage behaviors that would threaten their housing stability. In the event relapses occur, the RSC will provide the necessary support and work with the tenant to ensure continuity of care. Service staff will also develop policies and rent payment plans and representative payees to assist tenants who are away from the building temporarily due to hospitalization, incarceration or treatment in an off-site facility, consistent with MHPA Housing Program Guidelines.

6. All tenants moving into Avalon Apartments will be invited to participate in a new tenant orientation with a Kedren RSC. At this orientation, tenants will learn about the services and amenities offered at Avalon Apartments. Tenants will be notified that all services are voluntary. Tenants in supportive housing units will be encouraged to develop an Initial Needs Assessment and subsequent Residential Service Plan (RSP), with the assistance of the RSC. Through this process, the RSC will assist tenants in identifying their individual priority needs, such as medical, mental health care, stable income, education/vocational training, independent living skills, and other support services. The RSC will also, with the tenant's consent, obtain copies of the tenant's mental health coordinated case plans, which will be stored in the tenant file and updated as needed. The RSC will meet regularly with each tenant to assess service options and progress through RSPs.

Tenants will be regularly advised of services and activities available on-site through flyers posted on doors, monthly calendar of events posted in public places, casual contact with service staff in common spaces, and tenant council meetings. Although participation in services and programming are voluntary, staff will actively reach out to tenants on a weekly basis in order to engage them in the services program. Kedren RSCs and other services staff will also spend time in common areas to proactively develop relationships with tenants. As RSCs provide services to tenants, they will add new services as tenants demonstrate and/or request additional support. Tenant surveys will be another vehicle by which RSCs can ascertain which programs are of interest to tenants.

Additionally, tenants will be encouraged to create peer-led activities, programs and self-help groups. Peer-to-peer contact has been known to be helpful in engaging the participation of tenants in services. To facilitate the formation of peer-led groups and activities, Kedren will utilize peer counselors from their off-site Peer Counselor Training Program to come to Avalon Apartments, if needed. Peer support is also a component of Kedren's Full Service Partnership program.

Social and educational programs will be developed and implemented by tenants, staff, and volunteers to foster community within the development and help tenants become comfortable with the service staff. On-site activities facilitated by peers/tenants, staff, and volunteers may include movie nights, game nights, reading groups/book clubs, spiritual groups, holiday celebrations, arts and crafts, field trips, cooking classes and nutrition counseling, AA/NA style meetings, childcare, parenting support group, and a monthly tenant council meeting. At least once per month, tenants will have the opportunity to participate in these community-building activities.

Case management services will be provided to evaluate needs in the areas of mental health, physical health, education, employment, and other pertinent community resources. Referrals will be provided to meet these and other areas of need, and support/advocacy will be offered whenever needed to ensure that tenants are able to successfully obtain identified resources. Mental health services will be provided to reduce symptoms and address barriers that interfere with daily living and community functioning so that each tenant can enhance their ability to successfully integrate into the community. Life skills training will be offered as tenants demonstrate a need to improve their ability to access, utilize, and receive the benefits of local community businesses, including banking, grocery, and other basic needs. Peer support activities will be provided as well to promote positive interactions with others through leisure and recreation. Peer-led activities in daily living will allow tenants a safe and effective opportunity to integrate into the community at a pace and level of their choosing. Efforts will be made to increase growth and community functioning so that tenants are supported in their individual plans for community integration.

As services are planned and delivered, Kedren RSCs will take into account the resources that are

available in the larger community and assist tenants in re-integrating back in the community vis-à-vis these community resources. Tenants will be informed about, and encouraged to participate in, community events and services that are offered locally, in nearby recreational centers, parks, libraries, schools, colleges, health centers and community centers. Notices concerning special events in the neighborhood will be posted in prominent places on community bulletin boards so tenants can inform themselves and take advantage of local opportunities.

7. Avalon Apartments is not specifically targeting homeless youth.

8. Kedren staff is fluent in many languages including Spanish, French, Italian, Russian, Uruba, Creole, Sinhalese, Arabic, Burmese, Farsi, Ibo, Armenian, Hindi, Tagalog, Japanese, Korean, Vietnamese and Cambodian. Should a MHSa tenant require individual attention due to a specific language barrier, the RSC may call upon other Kedren staff to communicate with the tenant. Kedren staff will also facilitate communication between the property manager and the non-English speaking tenant, with the tenant's permission. If needed, RSCs will seek out resources specifically offered in the tenant's language.

To foster understanding and promote diversity, Kedren RSCs also intend to plan various cultural events throughout the year.

9. ACOF's policy as lead developer is that the third party property management company (Barker Management, Inc.), the third party service provider (Kedren), ACOF's Asset Management department, and ACOF's Residential Services department will work hand-in-hand to address concerns raised by the team or tenants promptly.

The primary responsibilities of the property manager are to coordinate with ACOF's Asset Management department during intake/lease-up; collect rent; process evictions; and prepare monthly reports, income certifications, and lender reports. In addition to the responsibilities listed above, the property manager (an employee of the property management company) will live on-site, handle and resolve all tenant complaints regarding property management, take all requests for maintenance, and respond to after hour emergency situations. RSCs and the property manager are expected to communicate regularly, with formal meetings weekly (although with less frequency once a building stabilizes). In buildings where ACOF has a third party service provider, such as Avalon Apartments, ACOF assigns a Residential Services Supervisor (RSS) to serve as a liaison with the service provider. The role of the ACOF RSS is to provide additional support and guidance to Kedren staff and to ensure tenants are provided a consistent level of services. ACOF's Asset Management staff and RSS also visit ACOF properties regularly to meet with the site staff (whether or not they are third party providers) to discuss tenant, property, and service-related issues and/or concerns.

Each tenant will sign a lease and will have all of the rights and responsibilities of tenants. Kedren's RSC will work with tenants, as part of the development of the RSP and ongoing service provision, to help tenants understand their rights and responsibilities and provide assistance in abiding by the lease and paying rent and other bills on time. Legal Aid and/or Mental Health Advocacy Services will provide workshops and legal assistance, if necessary, in the area of tenant rights and responsibilities.

With the express permission of each tenant, copies of all notices that have tenancy repercussions will be given to the RSC. This affords services staff time to work with the tenant and thus avoid eviction. In addition, site staff (both services and property management) is expected to discuss at-risk tenancies during regular site staff meetings. This allows for proactive measures before it becomes too late to save the tenancy.

For tenants, ACOF has a five step grievance procedure that is implemented at all its buildings regardless of property management company or service provider to promptly address concerns raised by tenants

and to ensure consistency in process related to management response.

In addition to the processes and procedures detailed above, ACOF strives to inculcate ACOF's mission and operational philosophy by conducting quarterly trainings that involve asset management, property management and residential services staff (both ACOF and third party). These trainings are focused on issues and procedures that affect tenants as well as team building, skills improvement, inter-departmental (services and property management) collaboration, and specific workshops aimed at improving service provision in a larger sense to the special needs households in ACOF buildings. The trainings are also an opportunity for management staff to hear what works and what needs fine-tuning directly from site staff.

10. Avalon Apartment will not have a Shared Housing component.



