

**Section D: Supportive Services Plan  
Instructions**

1. Submit the MHSA Supportive Services Information, Section D, Items D.1 through D.16, as listed on the Application Index & Checklist.
2. Enter required information into the yellow box marked "Response".
3. Items D1 through D9 must be circulated for local review for 30 days.

**Item D.1 Development Summary Form (Attachment B)**

Instructions: Complete and submit the Development Summary Form (**Attachment B**)

**RENTAL HOUSING DEVELOPMENT SUMMARY FORM**

County Mental Health Department: County of Los Angeles

Name of Development: The Salvation Army Bell Oasis Apartments

Site Address: (as address will be assigned in 2016 by the City of Bell)

City: Bell State: California Zip: 90201

Development Sponsor: The Salvation Army

Development Developer: The Salvation Army Bell Oasis Apartments, LP

Primary Service Provider: The Salvation Army

New Construction  Acquisition/Rehabilitation of an existing structure

Type of Building:  Apartment Building  Single Family Home  
 Condominium  Other

Total Development		MHSA Funds	
Total Number of Units:	65	Total Number of MHSA Units:	12
Total Cost of Development:	\$ 18,989,018	Amount of MHSA Funds Requested:	\$ 1,200,000
		Capital:	\$ 1,200,000
		Capitalized Operating Subsidies:	\$ 0

Other Rental Subsidy Sources (if applicable): Project Based VASH and Section 8 for all units.

Target Population (please check all that apply):

Child (w/family)  Transition-Age Youth  
 Adult  Older Adults

**County Contact**

Name and Title: Reina Turner, MS

Agency or Department Address: County of Los Angeles – Department of Mental Health  
 695 S. Vermont Avenue, Suite 1020  
 Los Angeles, CA 90005

Agency or Department Phone: (213) 251-6558

Agency or Department Email: RTurner@dmh.lacounty.gov

**Item D.2 Development Description**

The Development Description should provide a narrative (approximately two pages) that includes:

1. Name and location of the proposed housing development;
2. Service goals of the development;
3. Characteristics of tenants to be served;
4. Type of housing to be provided (new construction or acquisition/rehab.);
5. How the building(s) in which housing and services will be provided will meet the housing and service needs of the MHSA tenants (location, building type, layout, features, etc.);
6. Name of primary service provider, property manager, and other development partners; and,
7. Summary of the anticipated sources of development financing. (Name sources only, do not include dollar amounts.)

**Response:**

**D.2.1. Name and location of the proposed housing development**

**Name:** The Salvation Army Bell Oasis Apartments

**Location:** The current legal address of the parcel on which The Salvation Army Bell Oasis Apartments development is proposed to be built is 5600 Rickenbacker Road, Bell, California, 90201. However, the property is actually on K Street, rather than Rickenbacker Road. The Rickenbacker Road address is an historical artifact of the property's having once been part of a large tract of Federally-owned land running along Rickenbacker Road. The Salvation Army plans to pursue a legal address change in cooperation with the City of Bell.

**D.2.2. Service goals of the development**

The Salvation Army is undertaking the development of Bell Oasis Apartments in order to advance the organization's mission to "meet human needs without discrimination." The Salvation Army's is one of Los Angeles County's leading providers of services to persons who are homeless, housing hundreds of homeless persons in emergency shelter or transitional housing each night, and serving large portions of individuals who struggle with mental illness and/or are veterans. The Salvation Army additionally manages several substantial programs intended to prevent homelessness, or a return of homelessness, among at-risk persons in the community. As with all of these existing programs, the proposed Bell Oasis Apartments development is intended to *end homelessness* – in this case by following a "housing first" model where a homeless person may enter into permanent housing from any condition with respect to mental illness, substance abuse, employability, etc., while then being offered intensive supportive services to keep him or her sufficiently stable to stay in the unit, with a high threshold for eviction. In addition to ending homelessness per se, Bell Oasis Apartments are intended to set tenants on a much better life path, with much better quality of life, and an opportunity to recover lost personal potential.

The proposed Bell Oasis Apartments will help meet an extreme need for resources to end homelessness in Los Angeles County: There are 44,359 homeless persons in Los Angeles County, with 3,571 in Service Planning Area (SPA) 7, where Bell Oasis will be located, estimated by the January 2015 Los Angeles Homeless Count. (The SPA 7 figure is up 47% from the 2,429 counted in 2013.) Among the homeless in the county, excluding Glendale, Long Beach, and Pasadena, an estimated 28,948 are unsheltered, 12,356 are chronically homeless, 12,253 are mentally ill, and 4,106 are veterans.

**D.2.3. Characteristics of tenants to be served**

Tenants at Bell Oasis Apartments to be served through proposed MHSA funding, in 12 dedicated units, will be characterized by (1) having serious mental illness (with active cases with the Los Angeles County Department of Mental Health), (2) being homeless at the point of entry, (3) being veterans who are not eligible for most services through the U. S. Department of Veterans Affairs (VA) (including the VA Supportive Housing voucher program), and (4) being extremely low income, defined by having an income not exceeding 30 percent of area median income, calculated in accordance with Health and Safety Code Section 50106 and published by the California Department of Housing and Community Development as part of the Official State Income Limits.

These individuals may also have co-occurring substance use disorders, and other health challenges and disabilities. They may additionally have deficits in life and employment-related skills, and lack an effective social support network.

**D.2.4. Type of housing to be provided (new construction or acquisition/rehab.)**

The proposed Bell Oasis Apartments development will be new construction.

**D.2.5. How the building(s) in which housing and services will be provided will meet the housing and service needs of the MHSA tenants (location, building type, layout, features, etc.)**

How location will meet needs of MHSA tenants: The Bell Oasis Apartments development will be located on 66,733-square foot parcel to be created out of existing Salvation Army property in Bell, California. The apartments will be across the street from Bell Shelter, a large homeless shelter and services facility that The Salvation Army has operated since 1988. MHSA tenants at Bell Oasis will be able to use recreation facilities at Bell Shelter, including its current outdoor basketball courts and within a planned indoor community center, as well as a planned ¼-mile community walkway running connecting the Bell Oasis Apartments parcel to gardens and orchards managed by GrowGood (providing a vocational training venue for Bell Shelter clients and fresh produce for Bell Shelter food service), with periodic benches. The proximity of Bell Oasis Apartments to Bell Shelter will also yield efficiencies with respect to the professional

mental health staff available at Bell Shelter, which itself provides mental health services as well as licensed residential substance abuse treatment. The location otherwise is accessible to public transportation, with the nearest bus stop about 0.3 miles away on Eastern Avenue (while Access Paratransit will come directly to Bell Oasis). It is also notable that the Los Angeles Unified School District's Slawson Southeast Occupational Center – which is only about 2 blocks away, just north of Bell Shelter – can be very easily accessed by MHSAs tenants who are able to and interested in pursuing vocational training. A Food 4 Less grocery and Walmart Neighborhood Market (including pharmacy) are both about a 1.4-mile (one-way) commute away, south on Eastern Avenue (Food 4 Less being on west side of Eastern Avenue, and Walmart Neighborhood Market on the east side). Also, a library (Commerce Library–Rosewood Branch), two public parks (Maywood Park and Riverfront Park), a Dollar Tree store, the Bell Gardens Community Adult School, and a Rite Aid pharmacy are all within a 1.5-mile commute.

How building type, layout, and features will meet needs of MHSAs tenants: Bell Oasis will consist of three buildings: Two residential buildings, and a community building. The buildings have been designed by the project architect in a very attractive, contemporary style that is indistinguishable from the style of new market-rate apartments that have been constructed in the area within the last few years. The residential buildings will each be three stories. One building will have more units than the other, while the buildings will echo each other with a similarly-shaped footprint, featuring a slight “bend” in the middle (which creates a warmer impression compared to a multi-unit building that runs completely straight from end to end). The community building will be a one story, and just a couple or few minutes' walk or wheel from any tenant's apartment. It will notably include a Federally Qualified Health Center operated by JWCH Institute, Inc., which will offer primary care services. The community building will also include offices in which case management, counseling, and other one-on-one services will be provided; and a multipurpose room, which will be open to tenants for many hours each week for general socialization and recreation, and will be stocked with games, playing cards, and other materials for recreation and leisure. At other times, the multipurpose room will be used for life skills classes; support groups; arts and crafts, movie nights, and other organized recreational activities; and special celebrations. MHSAs tenants will benefit as well from an on-site gym and a separate, designated exercise room within one of the residential buildings. In addition to features already mentioned, social cohesion (and reduced isolation) will be promoted by shared decks and patios in the residential buildings, and alcoves with benches along a path connecting all three buildings.

**D.2.6. Name of primary service provider, property manager, and other development partners**

Primary service provider: The Salvation Army

Property management: The John Stewart Company

Other development partners: The Salvation Army is serving as project sponsor for The Salvation Army Bell Oasis Apartments. The project will be developed and owned by a limited partnership between a non-profit corporation as general partner and an investor limited partner. The limited partnership has already been formed between two non-profit corporations of The

Salvation Army. The name of the limited partnership is The Salvation Army Bell Oasis Apartments, LP. As the project nears closing on finances, the limited partnership agreement will be amended and restated, and an investor limited partner – an entity that will benefit from the low income housing tax credit – will become limited partner. In addition to serving as project sponsor, The Salvation Army will also serve as project guarantor and lead service provider.

**D.2.7. Summary of the anticipated sources of development financing. (Name sources only, do not include dollar amounts.)**

The Salvation Army has identified all sources of development and permanent financing for The Salvation Army Bell Oasis Apartments. There are six sources:

1. The Salvation Army: The Salvation Army has committed all pre-development funds and will also be a source of permanent financing. The funds will come from private donors or internal capital reserves.

2. The Community Development Commission (CDC) of the County of Los Angeles: CDC has already committed a significant capital development and permanent financing loan to the project. CDC has also committed project-based VA Supportive Housing and Section 8 vouchers for all 64 rental housing apartments.

3. County of Los Angeles, Department of Mental Health/Mental Health Services Act (MHSA)/California Housing Finance Agency: A loan of MHSA funds will be an important source of permanent financing.

4. The State of California Department of Housing and Community Development, Multi-Family Housing Program, Veteran Housing and Homelessness Prevention (VHHP) program: The Salvation Army submitted an application earlier in December 2015 for a large loan of VHHP funds as permanent financing for Bell Oasis Apartments.

5. Investor equity: An equity investment from a limited partner who will benefit under the federal low income housing tax credit will be the largest single source of permanent financing for Bell Oasis Apartments. The Salvation Army will likely choose an investor limited partner from among two leading non-profit, mission-driven syndicators of low income housing tax credit investment.

6. Tax-exempt bonds: Construction period financing will come from tax-exempt bonds. An application for the bond issuance will be submitted to California Debt Limit Allocation Committee in 2016.

The Salvation Army will continue to be the only source of pre-development funds until closing on financing in or before December 2016. At closing, The Salvation Army funds will be joined by the CDC funds, a portion of the investor equity, and the tax-exempt bonds for the construction period. After construction is complete and Bell Oasis Apartments has achieved full occupancy, the MHSA, VHHP, and the balance of the investor equity will repay the bonds, leaving sources 1.

through 5. above as the five sources of permanent financing.



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

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

**Response:**

The current Los Angeles County Department of Mental Health (DMH) MHSa Three Year Program and Expenditure Plan, covering Fiscal Years 2014-15 through 2016-17, indicated that "Housing investments will be continued through the Housing Trust Fund and expanded through the MHSa Housing Program" (p. 4). The subsumed Community Services and Supports Plan called for "Adult Housing Services" as follows (p. 104):

-----

a) MHSa Housing Program

1. An investment in capital development and operating subsidies to expand the number of affordable, permanent supportive housing units for DMH clients. Funding goes through CalFHA.
2. FY 14/15, \$2.5 mi.

b) Housing Trust Fund

1. Extending the current 5 year contracts which are ending for some agencies. The funding will also allow us to expand supportive services to more permanent supportive housing programs.
  2. FY 14/15: \$156,500
  3. FY 15/16: \$980,000
  4. FY 16/17: \$1.6 mi.
- 

The proposed Bell Oasis Apartments development will place 12 homeless, seriously mentally ill adults served by DMH (and all being military veterans) into permanent supportive housing. Investment in new permanent supportive housing units at Bell Oasis Apartments will yield physical stability that is essential for effective mental health treatment for clients; greatly improve the quality of clients' lives and restore lost potential; and reduce costs to taxpayers associated with homelessness and insufficiently treated mental illness, including use of emergency departments and other expensive public services.

**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:**

D.4.1. Age group, i.e., adults, older adults, children, transition-aged youth
The Salvation Army Bell Oasis Apartments will be serve adults (i.e., persons age 18 and older).
D.4.2. The anticipated income level of the MHSA tenants
All MHSA tenants, along with all other Bell Oasis Apartments residents, will be extremely low income, defined by having an income not exceeding 30 percent of area median income, calculated in accordance with Health and Safety Code Section 50106 and published by the California Department of Housing and Community Development as part of the Official State Income Limits.
D.4.3. 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.
<p>The overall Bell Oasis Apartments development is intended for persons who are homeless at entry and who have personal challenges that place them at high risk of reverting back to homelessness, unless they receive substantial support. The MHSA-supported units will be reserved for homeless persons who have been diagnosed with serious mental illness, and also are military veterans who are not eligible for most veterans’ services through the VA.</p> <p><u>Physical disabilities:</u> Tenants in MHSA-supported units may or may not be physically disabled, while physical disability, when present, will often have been a factor in a tenant’s former homelessness. Case managers and on-site health professionals will be able to assist tenants with physical disabilities with appropriate accommodations and/or therapies. Also, 23 of the 64 client units at Bell Oasis Apartments will have special features to aid tenants with mobility impairments, while 7 of the units will have special features to aid tenants with sensory impairments.</p> <p><u>Chronic illness:</u> Tenants in MHSA-supported units may or may not have experienced chronic illness. However, chronic illness is expected to be not uncommon among these tenants, as the combination of homelessness and serious mental illness is likely to interfere with access to the</p>

treatment and medications, as well as effective self-care, that might ameliorate or prevent chronic illness. The on-site health clinic, along with the stability, better nutrition, hygiene, sleep, etc. that will be possible through the tenant's living in his or her new, permanent apartment, should greatly improve the tenant's potential for better physical health.

Substance abuse: Tenants in MHSA-supported units may or may not have a history of substance abuse, but co-occurring substance use disorders are expected to be fairly common. Sobriety will not be a condition for tenancy. However, tenants with substance use disorders will be encouraged – using motivational interviewing as needed – to participate in substance abuse counseling, which will be available on-site, and in self-help recovery groups that meet at Bell Shelter and elsewhere in the community, and probably will also meet on-site.

Prior housing status: Tenants in MHSA-supported units are expected to have had a history of significant housing instability. Many are expected to meet the U. S. Department of Housing and Urban Development's current definition of "chronically homeless." Los Angeles County has a huge population of *unsheltered* housing persons. As such, tenants in MHSA-supported units may well have come from unsheltered conditions, such as living on the streets, in parks, under bridges, etc. Tenants may otherwise have left previous housing under unfavorable terms. The Bell Oasis Apartments will operate under a "housing first" model, and accept new tenants irrespective of housing status prior to homelessness.

Other special needs: Tenants in MHSA-supported units are anticipated to not uncommonly have deficiencies in life skills, basic academic skills, and employability. They may also have unresolved legal issues that may interfere with access to jobs or benefits. Bell Oasis Apartments will provide or refer tenants to services to address these matters as needed. (Tenants will, however, have the right to refuse participation in any services.)

**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:**

**D.5.1. How an individual applies to the county to become certified as eligible for an MHSA unit**

An individual informed about potential placement in an MHSA unit would be guided to complete the Los Angeles County Department of Mental Health’s (DMH) *MHSA Housing Certification Application* (which covers homeless status, income, desired housing location, and other matters) and *Authorization for Use/Disclosure of Protected Health Information* forms.

**D.5.2. How certification of eligibility will be documented, provided to the individual applicant, and maintained by the county**

Los Angeles County DMH’s Housing Policy and Development (HP&D) division will document certification of eligibility by collecting the following forms:

- Completed *MHSA Housing Certification Application* and *Authorization for Use/Disclosure of Protected Health Information* forms from the prospective tenant;
- Certification of homeless status from a referring agency;
- Verification of administration of the VI-SPDAT (Vulnerability Index–Service Prioritization Decision Assistance Tool) screening instrument through the local Coordinated Entry System, with resulting priority score (which must be a “3” or a “4”); and
- A completed *Service Responsibility and Commitment Form* from a mental health services provider confirming that it will provide to the prospective tenant, as needed, case management services, general mental health services, and psychiatric and medication support.

Actual certification will be indicated by a checked box and initialing within a “for office use only” area in the *MHSA Housing Certification Application* form.

DMH HP&D will provide a copy of the checked and initialed certification form when requested by the Coordinated Entry System on behalf of an applicant, and to the applicant directly if requested. Documentation will be maintained by the County through DMH record-keeping systems.

**D.5.3. How certification of eligibility will be provided to the property manager/development.**

DMH HP&D will fax, email, or mail a signed MHSa housing certification document to The John Stewart Company (property manager for The Salvation Army Bell Oasis Apartments) and The Salvation Army (developer). This will be possible as a function of the prospective tenant's having signed the *Authorization for Use/Disclosure of Protected Health Information* form.

**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, including the criteria that will be used to determine a prospective MHSA tenant's eligibility for occupancy in the development;
5. The appeals process for individuals who are denied tenancy in an MHSA unit; and,
6. 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. The Developer/Borrower is advised to seek legal counsel to ensure that the Tenant Certification/Referral Process complies with fair housing laws.

**Response:**

<p><b>D.6.1. How prospective tenants will be referred to and selected for MHSA units in the development</b></p>
<p>All prospective tenants for MHSA units will be actively receiving services from DMH or its contracted mental health services providers under DMH's VALOR (Veterans And Loved Ones Recovery) program, which provides mental health services to veterans regardless of VA eligibility or military discharge status. DMH will encourage all persons who are likely to be eligible for an MHSA unit to apply for certification (through the process described in item D.5.1, above). When an individual achieves certification, staff of the VALOR program will send notice of this certification to the Coordinated Entry System covering the geographic area that includes Bell Oasis Apartments (i.e., Los Angeles County Service Planning Area, or SPA, 7, which covers multiple cities and unincorporated areas in southeastern Los Angeles County, including Bell, Commerce, Downey, Huntington Park, Norwalk, Pico Rivera, and Whittier, among others).</p> <p>The SPA 7 Coordinated Entry System, which is managed by PATH (People Assisting The Homeless) Gateway Connections, assesses the acuity of the needs of all homeless persons in SPA 7, and serves as a funnel and conduit for all referrals of homeless persons residing or seeking to reside in SPA 7 into housing. The Coordinated Entry System will maintain a first-come, first-served waiting list of all persons certified by DMH as qualifying for an MHSA unit as well as approved for Section 8 housing by the Housing Authority of the County of Los Angeles.</p> <p>The property manager for The Salvation Army Bell Oasis Apartments, i.e., The John Stewart Company, will inform the SPA 7 Coordinated Entry System whenever an MHSA unit comes available at Bell Oasis Apartments. In turn, Coordinated Entry System staff will initiate contacts of up to five persons on the MHSA waiting list, and inform them of their <i>possible</i> placement at Bell Oasis Apartments. Persons who are successfully contacted and confirm an interest will be</p>

invited to visit Bell Oasis Apartments, meet with John Stewart Company staff there, and apply for a unit. Persons who pass John Stewart Company screening (focused on assuring community safety) will be invited to become a tenant.

#### D.6.2. The tenant application process

From the tenant's perspective, the application process will proceed as follows:

1. The future tenant is engaged with DMH and its VALOR program for veterans. Such engagement may occur through contact with multi-agency street outreach teams, or referrals from emergency shelters, the VA, veterans' services organizations, etc.
2. The future tenant will receive, or have received, through one of several agencies providing outreach to homeless persons, a recent VI-SPDAT assessment, which yields a priority score of "3" or "4."
3. VALOR staff will encourage the future tenant to apply for MHSa Housing Certification and sign an *Authorization for Use/Disclosure of Protected Health Information* form.
4. VALOR will arrange for the future tenant to be screened for eligibility for Section 8 housing by the Housing Authority of the County of Los Angeles, if that has not otherwise recently occurred. The Housing Authority will conduct a criminal background check, which must not show certain criminal offenses.
5. The Coordinated Entry System (CES) will maintain a waiting list of individuals seeking a housing match. When an MHSa unit is or comes available at The Salvation Army Bell Oasis Apartments, The John Stewart Company (property manager) will inform the CES.
6. The CES will draw from its housing match waiting list the highest-positioned individual who qualifies for an MHSa unit at Bell Oasis Apartments.
7. The person will travel to the Bell Oasis Apartments, meet with John Stewart Company staff, and see at least a sample unit.
8. The person will apply with The John Stewart Company for tenancy. The John Stewart Company will conduct its own screening, including a criminal background check. Except for certain criminal matters, the screening will have a high threshold, in the spirit of a "housing first" model of addressing homelessness.
9. The person will be invited to sign a lease, and move in.

#### D.6.3. The procedure for maintaining the wait list

The SPA 7 CES, managed by PATH Gateway Connections, will maintain a comprehensive housing

match waiting list for homeless persons being served in SPA 7. CES housing match will, through use of an electronic database, be able to draw out, on demand, an ordered sub-list of individuals who qualify for placement at an MHSAs unit at Bell Oasis Apartments. Applicants will be processed on a first-come, first-served basis, while housing matches will be prioritized on the basis of assessed acuity.

**D.6.4. The process for screening and evaluating the eligibility of the prospective MHSAs tenants, including the criteria that will be used to determine a prospective MHSAs tenant's eligibility for occupancy in the development**

All prospective MHSAs tenants will be engaged with DMH services, including through street- and shelter-based services. Staff of DMH or DMH-contracted mental health services providers will confirm the prospective MHSAs tenant's veteran status through valid documentation provided by the client and/or confirmation through VA records. Subsequently, the client will be established with the veteran-specific DMH VALOR program. VALOR will assure that individuals who are obviously homeless or report being homeless receive a VI-SPDAT assessment, if they have not already recently received such an assessment. Persons receiving a "3" or "4" priority score on the VI-SPDAT will be "screened in" to proceed further.

The next steps, arranged by VALOR staff, will be for the client to apply for MHSAs Housing Certification from DMH and sign a DMH *Authorization for Use/Disclosure of Protected Health Information* form; and be screened for eligibility for Section 8 housing by the Housing Authority of the County of Los Angeles. The MHSAs Housing Certification conducted by DMH will assure that the client has serious mental illness, and meets requirements concerning income and homelessness. The Housing Authority screening will review client need and include a criminal background check (with persons having committed certain crimes not being allowed to enter Section 8 housing). The client must pass both of these screenings.

The Coordinated Entry System for SPA 7, managed by PATH Gateway Solutions, will then refer prospective tenants who have passed proceeding screenings to The John Stewart Company, which will be property managers for The Salvation Army Bell Oasis Apartments, when a unit comes available. The John Stewart Company will meet with the prospective tenant and conduct its own screening, including another criminal background check. Except for certain criminal matters, the screening will have a high threshold, in the spirit of a "housing first" model of addressing homelessness. Persons who have reached the point of being referred by the Coordinated Entry System, and are confirmed by The John Stewart Company to not pose a threat to the safety or integrity of the Bell Oasis Apartments community, will be offered tenancy.

**D.6.5. The appeals process for individuals who are denied tenancy in an MHSAs unit**

The John Stewart Company will have established formal, written Appeal and Grievance Procedures applying to the Bell Oasis Apartments prior to the project's opening to tenants. The procedures will specifically indicate that an individual who was denied tenancy has the right to a



grievance hearing. The first step will be for the individual to request an informal hearing with the person designated by John Stewart Company management to hear complaints. Once requested, the informal hearing must be held between the applicant and management within five working days. The applicant is asked to present the particular ground(s) for the grievance, and action or relief sought, preferably in writing, but oral statements are also acceptable. Management will provide its decision in writing with five working days of the hearing. If the decision is not in the applicant's favor, the applicant is entitled to request a formal hearing.

If needed, a formal hearing will be conducted by an impartial person who is mutually agreeable to the applicant and management. In the event that the parties cannot agree on such a person, a three-person hearing panel will be selected, comprised of one person selected by the applicant, one person selected by management, and a third person jointly selected by the other two panel members. The applicant is requested at this hearing to state the nature of the complaint or grievance, the reasons why the applicant disagrees with the decision resulting from the informal hearing, and the action or relief sought. Both sides may bring witnesses to support their respective positions, and have a right to cross-examine each other's witnesses. The hearing officer or panel will submit a written decision within two weeks of the request for the hearing. The decision will be based solely upon a preponderance of the evidence presented at the hearing and in conformance with applicable laws and/or regulations.

Participation in such informal or formal hearings will not waive, or affect in any manner whatsoever, any rights the applicant or management may have to any judicial proceedings that may thereafter be brought on the matter.

#### D.6.6. The reasonable accommodations policies and protocols.

The Salvation Army will provide reasonable accommodations for Bell Oasis Apartments tenants to fulfill the organization's mission to meet the needs of vulnerable individuals, and accomplish the programmatic goals of stabilizing tenants and preventing their reverting to homelessness, as well as to carry out legal obligations. Bell Oasis Apartments are being designed in anticipation of a tenant population with behavioral and/or physical disabilities, including through pre-equipping several, designated units with features to aid persons with mobility and/or sensory impairments. However, The Salvation Army will make additional structural modifications to units and the premises to the extent that can be implemented without creating significant financial or administrative burdens to the property. The Salvation Army and John Stewart Company (property manager) are also willing to make modifications or exceptions to policies, procedures, or rules so as to allow a tenant with a disability to take full advantage of the housing, its amenities, and available on-site services.

All new tenants will be provided with a written Reasonable Accommodation Policy and request form, while the Policy and request procedure will also be explained in conversation between the tenant and Salvation Army case management staff. The Policy will additionally be posted in a public location within Bell Oasis Apartments. A tenant may submit a request form at any time. In a case where the tenant is unable to write the request, a staff person will fill out the request form on the tenant's behalf. The request will be reviewed by both the Bell Oasis Apartments Director (a

Salvation Army employee) and the lead on-site manager of The John Stewart Company. The Salvation Army will provide a written response within five working days. Per the policy, The Salvation Army, or the John Stewart Company at the behest of The Salvation Army, will carry out all requests judged as "reasonable," i.e., financially feasible, supportive of the goals of the housing and its programming, and not disruptive to other tenants. Whether the request is accepted or denied, The Salvation Army will provide its response in writing, with an explanation of its acceptance or denial.

**Item D.7 Supportive Services Plan**

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

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

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

9. Describe the process to ensure effective communication between the service provider and the property manager regarding the status of MHSA tenants in the development and any other issues regarding the development, including but not limited to regularly scheduled meetings and the identification of a single point of contact for communication and coordination of supportive services; and,
10. If proposing to develop Shared Housing units within a Rental Housing Development, attach "House Rules".

**Response:**

**D.7.1. A description of the anticipated needs of the MHSA tenants**

The overall Bell Oasis Apartments development is intended for persons who are homeless at entry and who have personal challenges that place them at high risk of reverting back to homelessness, unless they receive substantial support. The MHSA-supported units will be reserved for homeless persons who have been diagnosed with serious mental illness, and also are military veterans who are not eligible for most veterans' services through the VA.

Physical disabilities: Tenants in MHSA-supported units may or may not be physically disabled, while physical disability, when present, will often have been a factor in a tenant's former homelessness. Case managers and on-site health professionals will be able to assist tenants with physical disabilities with appropriate accommodations and/or therapies. Also, 23 of the 64 client units at Bell Oasis Apartments will have special features to aid tenants with mobility impairments, while 7 of the units will have special features to aid tenants with sensory impairments.

Chronic illness: Tenants in MHSA-supported units may or may not have experienced chronic illness. However, chronic illness is expected to be not uncommon among these tenants, as the combination of homelessness and serious mental illness is likely to interfere with access to the treatment and medications, as well as effective self-care, that might ameliorate or prevent chronic illness. The on-site health clinic, along with the stability, better nutrition, hygiene, sleep, etc. that will be possible through the tenant's living in his or her new, permanent apartment, should greatly improve the tenant's potential for better physical health.

Substance abuse: Tenants in MHSA-supported units may or may not have a history of substance abuse, but co-occurring substance use disorders are expected to be fairly common. Sobriety will not be a condition for tenancy. However, tenants with substance use disorders will be encouraged – using motivational interviewing as needed – to participate in substance abuse counseling, which will be available on-site, and in self-help recovery groups that meet at Bell Shelter and elsewhere in the community, and probably will also meet on-site.

Prior housing status: Tenants in MHSA-supported units are expected to have had a history of significant housing instability. Many are expected to meet the U. S. Department of Housing and Urban Development's current definition of "chronically homeless." Los Angeles County has a huge population of *unsheltered* homeless persons. As such, tenants in MHSA-supported units may well have come from unsheltered conditions, such as living on the streets, in parks, under bridges, etc. Tenants may otherwise have left previous housing under unfavorable terms. The Bell Oasis Apartments will operate under a "housing first" model, and accept new tenants

irrespective of housing status prior to homelessness.

Other special needs: Tenants in MHTA-supported units are anticipated to not uncommonly have deficiencies in life skills, basic academic skills, and employability. They may also have unresolved legal issues that may interfere with access to jobs or benefits. Bell Oasis Apartments will provide or refer tenants to services to address these matters as needed. (Tenants will, however, have the right to refuse participation in any services.)

#### D.7.2. The supportive service provider's initial and ongoing process for assessing the supportive service needs of the MHTA tenants

A veterans-specialized case manager employed by The Salvation Army will seek to obtain consent from any new MHTA tenant to perform a comprehensive needs assessment. This, along with participation in case management generally and any supportive services otherwise, will be voluntary – that is, always by choice of the tenant. Case management staff will, however, use motivational interviewing techniques to seek to establish a benevolent, respectful relationship with the tenant, and lead to tenant to find personally meaningful reasons to participate in case management, including assessments, and any services then prescribed as part of case management. Tenants who do consent to at least the initial comprehensive needs assessment will be asked for information about the following matters:

- Basic demographic information
- Housing and homelessness history, and causes of homelessness
- Mental health and mental health treatment history, and current circumstances and treatment
- Military history and any interactions with the VA and other agencies serving veterans
- Physical health history and current status
- Mobility impairments, if any
- Sensory impairments, if any
- Substance use history, and current circumstances and concerns
- Family circumstances, relationships, friendships, social support
- Economic history and income sources, if any
- Employment history
- Education, training, and employment-related skills
- Benefits awareness and access
- Ability to manage personal affairs and daily life tasks, such as budgeting, shopping, cooking, and home maintenance
- Legal concerns
- Transportation needs
- Personal strengths
- Personal goals and aspirations.

The assessment will include space for recording the interviewer's impressions and observations.

The case manager will then work with tenants who consent, with input from referring staff from

the DMH VALOR program, to develop an individualized service plan (ISP) that addresses the tenant’s needs, personal goals, interests, and preferences. The ISP will be a living document that may be modified as the tenant establishes greater stability, or acquires new skills or interests, and/or as new needs emerge. It will be formally updated at least once per year. The case manager will advocate for services that continually reduce risk factors for homelessness and promote better health and greater self-efficacy and independence, using motivational interviewing in cases where a tenant denies obvious risks. The case manager will suggest a schedule of meetings at a frequency that will vary depending on the tenant’s current circumstances.

If or when a tenant’s circumstances have changed considerably since the comprehensive needs assessment at entry, the case manager may request the tenant’s consent to conduct the assessment, or portions of it, anew. Case managers will otherwise continually attend to changes in a tenant’s circumstances, and assure that the service plan and services accessed – as well as placement at Bell Oasis Apartments itself – are continually appropriate for the tenant’s evolving needs.

D.7.3. 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

a) Mental health services: Tenants referred for MHSA units will have been established with mental health services through the Los Angeles County Department of Mental Health (DMH), which, for permanently housed persons, are typically provided at community clinics managed by, or contracted with, DMH. However, as an alternative, there will be mental health services available on-site at Bell Oasis Apartments: ENKI Health and Research Systems, Inc. has agreed to provide on-site comprehensive mental health services, including psychiatric care, for up to 10 individuals a year. In addition, qualified mental health staff and interns from the adjacent Salvation Army Bell Shelter will provide supplemental mental health services on-site at Bell Oasis. Psychotherapy and counseling will typically be provided once per week, while psychiatric consultations will typically occur less frequently.

b) Physical health services: JWCH Institute, Inc. will operate a health care clinic on-site at Bell Oasis Apartments. This clinic will be a Federally Qualified Health Center, and will be dedicated to Bell Oasis residents. The clinic will provide basic health care services for residents, including primary health care, X-rays, EKGs, wellness services, HIV testing, laboratory services,

prescription services, medication management, and referrals of tenants for health care services not provided by JWCH Institute, Inc., including dental care. This health care clinic will allow tenants to have a permanent and convenient medical home, and is expected to help tenants manage their health needs effectively, and significantly reduce use of expensive safety net services. It should additionally be noted that a gym (with cardiovascular and strength-training equipment) and separate designated exercise room on-site at Bell Oasis will help prevent health problems among Bell Oasis tenants. An outside fitness instructor will visit to lead exercises classes and provide fitness programming on a regular schedule. Salvation Army staff in conjunction with JWCH staff will also provide preventive health classes and events, including on communicable diseases. Hours of the on-site health care clinic will be established both in accordance with the general convenience of tenants and to meet demand. The gym and exercise room will each be open for 10 hours or more every day.

c) Employment/vocational services: Bell Oasis case managers will advocate for tenants who are not too disabled to work to pursue employment and/or development of skills that will lead to employment, or better employment. Bell Oasis tenants may access employment and vocational training, job readiness training, job counseling, and job referrals at Hub Cities One-Stop Career Center in Huntington Park. In addition, PVJOBS (originally Playa Vista Job Opportunities and Business Services) is offering construction work training and employment, at various job site locations, for Bell Oasis tenants. The frequency of employment training will be usually several days per week; counseling and other employment services will typically be delivered less frequently. (School-based vocational education is discussed in the next section.)

d) Educational opportunities and linkages: Bell Oasis tenants can readily access the Bell Gardens Community Adult School (operated as a campus of the Montebello Community Adult School, within the Montebello Unified School District), which offers educational guidance; classes toward an adult high school diploma; and career and technical education, including professional certification courses. Also, the Slawson Southeast Occupational Center, a state-of-the-art job preparation facility offering a wide range of academic and career and technical education courses, is within walking distance of Bell Oasis, just north of The Salvation Army's Bell Shelter. The Slawson Southeast Occupational Center is operated by the Los Angeles Unified School District. Classes at these facilities typically occur two or three times per week. Bell Oasis case managers will also be able to facilitate a tenant's enrollment in local community colleges (e.g., East Los Angeles College) when appropriate.

e) Substance abuse treatment services: At least one case manager employed by The Salvation Army at Bell Oasis will be a certified addiction counselor, and, along with qualified staff from the adjacent Salvation Army Bell Shelter (which includes licensed residential substance abuse treatment) who will visit Bell Oasis, will be available to provide education, assessment, counseling, and referrals on substance abuse and recovery to tenants with a history of substance abuse. These services will be delivered at a frequency that matches the need of each tenant. Also, self-help recovery group meetings are likely to be established on-site, but, if not, tenants may attend recovery group meetings across the street at Bell Shelter and/or elsewhere in the community. Such meetings will be available several times per week.

f) Budgeting and financial training: Salvation Army case managers will provide budgeting and financial training on-site at Bell Oasis Apartments, in the form of both group classes and individual coaching. This training will be typically be provided once per week through the duration of a time-limited training module. If continuing coaching is still needed after the training module, this can take place during ongoing case management meetings, which will occur on a schedule that varies between tenants, depending on individual circumstances.

g) Assistance in obtaining and maintaining benefits/entitlements: Salvation Army case managers will assess all new tenants' eligibility for public benefits, including Supplemental Security Income/Social Security Disability Insurance (SSI/SSDI), General Relief (GR), CalWORKs, and Medi-Cal. Subsequently case managers will assist with and advocate for tenants' receipt of all benefits for which they are eligible but are not presently receiving, and help maintain benefits that may potentially elapse. This may variously involve helping a tenant fill out on-line or paper application forms; making phone calls or sending faxes or emails on a tenant's behalf; and accompanying a tenant to appointments connected to benefits access. Case managers will also consistently apply "SOAR" (SSI/SSDI Outreach, Access, and Recovery) methodology to increase the efficiency and shorten the length of the process required for tenants to receive SSI/SSDI benefits. The frequency of delivery of benefits assistance will generally be tied to the frequency of case management meetings, which may vary from several times a week with brand-new tenants, and later to once a week, or once every few weeks, depending on a tenant's current circumstances and level of stability.

h) Linkage to community-based services and resources: Salvation Army case managers on-site at Bell Oasis Apartments will aid tenants with accessing a variety of services and resources based in the community, including all off-site services listed here (e.g., education, employment services, legal assistance); as with benefits access, case managers will assist with completing forms and making contacts, and offer to accompany a tenant to an initial appointment. Case managers will also provide transportation planning and assistance (described later) as needed. Case managers will often have personally interacted with key individuals at outside agencies, including through service provider coalitions and previous case management work. These relationships will facilitate and streamline processes that will establish a tenant with an outside service. Case managers will also work to acquaint tenants as needed with consumer and general resources in the community such as grocery and discount stores, banks, libraries, post offices, parks, etc., as part of life skills training. The frequency of delivery of these services will vary with the frequency of case management, transportation planning, and life skills training.

**Other services (in alphabetical order):**

Adult day care: Tenants for whom adult day care will be appropriate will be established with a program in Downey operated by Home Avenue Adult Day Health Care. This program allows memory-impaired and/or socially isolated senior citizens to spend their day, up to five days a week, in a caring, supportive environment. Daily activities include lunch and snacks, arts and crafts, and group therapy.

Attendant care: Tenants who need in-home daily assistance will be established with the County Department of Public Social Services' In-Home Supportive Services (IHSS) Program, with Bell



Oasis case managers aiding with application forms and other communications. IHSS will assist elderly, blind, and/or mobility-impaired tenants with such matters as house cleaning, meal preparation, laundry, grocery shopping, and personal care (such as bowel and bladder care, bathing, grooming, and paramedical care). (While these services will be available, they are not expected to be commonly needed among the population referred into Bell Oasis.)

Domestic violence counseling and safety planning: While Bell Oasis Apartments is not specialized as a placement for survivors of domestic violence, a certain portion of the tenant population may in fact be domestic violence survivors. Salvation Army case managers will advocate for these tenants to pursue domestic violence counseling, as well as any safety planning that may be needed, through the Los Angeles County Domestic Violence Council's hotline, which is a clearinghouse for multiple domestic violence-related services. Domestic violence-related services will be delivered at a frequency that will depend on a tenant's current need and risk of recurrence.

Food and clothing assistance: Case managers will help tenants access food banks and food co-ops, and clothing that has been donated to The Salvation Army, as needed in impinging circumstances. Case managers will otherwise work with each tenant to establish and carry out a plan for long-term basic needs security. The frequency of this assistance will generally be tied to the frequency of case management meetings, which may range from several times a week when tenant first enters Bell Oasis Apartments, to once every few weeks later in an individual's tenancy.

Housing outplacement: Tenants may at times need a living environment with more intensive services, such as a rehabilitation center or assisted living facility, or else hospitalization. Or, some tenants may benefit from a period in residential substance abuse treatment. In these cases, a tenant's case manager will work in close collaboration with staff, as appropriate, of the on-site JWCH Institute health clinic (which will be a medical home for tenants) and/or County agencies, to make proper arrangements. Case managers will help assure that the tenant's affairs, including rent payments, continue to be effectively managed during any temporary outplacements. Some tenants may need or wish to leave Bell Oasis permanently. In such cases, case managers will seek to assure that the exiting tenant's needs will be properly addressed in the new placement, including continuing to avoid or reduce any risks for a return to homelessness. Tenants who do not necessarily wish to leave, but are poised to no longer need supportive housing (e.g., have stabilized substantially with respect to mental illness and other issues, and are increasing their wage-earning potential), will be encouraged (but not required) to "graduate" to standard housing as a worthy step and accomplishment. Case managers will assist such persons as needed with finding affordable standard housing and preparing to move and get settled in the new home. The frequency of housing outpatient services will generally be tied to the frequency of case management.

Legal assistance: Legal assistance will be available through an agreement with Public Counsel. Services that Public Counsel will provide include legal advisement, document preparation, and representation (including at Homeless Court), and will be mostly focused on removal of barriers to accessing and maintaining housing and services (e.g., poor credit history, criminal records,

pending warrants). These services will be provided off-site at Public Counsel offices, or court facilities. These services will typically delivered just a few times for any given tenant who seeks legal assistance.

**Life skills training:** Salvation Army case managers will provide tenants with life skills training, in the forms of both group seminars and individual coaching. In addition to budgeting and personal financial management training (described previously), topics covered will include household maintenance, nutrition, cooking, laundry, use of community resources (e.g., banks, libraries, public transportation), responsible tenancy, "green" practices, interpersonal skills, conflict resolution, and stress management. Life skills seminars will be held a minimum of once per week; the frequency of individual coaching will depend on individual tenant needs and skills acquisition.

**Medication management:** Tenants in need of assistance with medication management will be aided by staff at the on-site medical clinic operated by JWCH Institute, visiting psychiatric staff from ENKI Health and Research Systems, Inc., and/or DMH. JWCH and ENKI will provide various arrangements for dosing and administration in accordance with a tenant's needs (while it should be noted that tenants at Bell Oasis will need to have a sufficient level of independence and self-direction in order to live there). JWCH and ENKI will also provide education on medications, and coaching on developing personal medication routines. Frequency of delivery of medication management services will be highly individualized in accordance with a tenant's current and evolving needs.

**Parent and family services:** While this is expected to be quite rare, it is possible that a tenant will have a young child living with her or him, or be pregnant and give birth while living at Bell Oasis. In such cases (estimated at 1 or 2 tenants every 5 years), a Salvation Army case manager will help the tenant access child care, and advocate for the tenant to participate in parenting education. The Salvation Army itself offers subsidized child care through licensed centers in Santa Fe Springs, South Los Angeles, and downtown Los Angeles. Parenting education will be available through the Los Angeles County Department of Children and Family Services' "Choose Health LA" parenting workshops, parent group meetings, grocery store tours, and food demonstrations. The frequency of these services may vary from five days a week (for child care for a working parent) to roughly once a week for parenting education programming.

**Peer support:** A Salvation Army case manager at Bell Oasis Apartments will manage a peer support program involving use of residents who are stabilized and have fully engaged in programming, with clear evidence of success, as mentors to newer and more unstable residents. The mentors will help with apartment, building, neighborhood, and programming orientations; coaching in use of transportation and other resources; and moral support and encouragement. The qualifications of persons encouraged to be mentors will consist of good interpersonal and communication skills, in addition to their demonstrated success. Also, new tenants who are veterans (i.e., all MHSa-supported tenants) will be paired with peer mentors who are veterans. Peer support services may be delivered every single day (7 days a week) to brand new tenants, but became gradually less frequent over time, and end when the tenant is stable enough to qualify for a peer mentor position himself or herself.

Representative payee services: Resource Oversight & Guidance Services, Inc. has agreed to provide on-site representative payee services to Bell Oasis tenants who need them. This will involve money management assistance to tenants lacking the capability to properly handle personal finances. Generally this service will involve a small number of meetings involving the tenant, case manager, and any available family members to establish engagement with a representative payee program. Subsequently, the service will be continually engaged to pay rent and bills, deposit benefit checks, and handle any other financial transactions.

Social and recreational activities: One Bell Oasis staff person will be assigned the function of activities coordinator, and will schedule, set up, and publicize a variety of social and recreational activities to be enjoyed on-site and through organized trips into the community. On-site activities will include arts and crafts, movie nights, organized games, reading and discussion groups, and holiday parties. Staff will coordinate trips into the community for park picnics, sporting matches, music or theatrical performances, cultural events, and annual camp at The Salvation Army Camp Mt. Craggs and Camp Gilmore in the mountains above Malibu. Also, the multipurpose room within the community building will be permanently equipped with board games and playing cards, and probably a roll-out table tennis table, which tenants may use spontaneously when the multipurpose room is not otherwise in use. There also will be a small amount of space on the property for tenants to plant their own gardens. In addition to the on-site and internally facilitated social and recreational activities, Bell Oasis tenants will be able to avail themselves of recreational amenities on adjoining Salvation Army property – a unique and highly favorable situation. These will include a ¼-mile community walkway with periodic benches, two basketball courts, and a variety of social and recreational programming to be established in a new community center that will be developed within The Salvation Army's existing "Building 1" (one of two very large former military warehouse buildings on the adjoining property, along the north side of K Street). Bell Oasis tenants may also volunteer to assist in the gardens and orchards of an urban farm program that is on Salvation Army property (a short walk to the west of the Bell Oasis site) but managed by an organization called GrowGood (which principally aids residents of Bell Shelter), or volunteer to assist in Bell Shelter's future new, stand-alone pet shelter. A Bell Oasis tenant will be able to partake of self-directed recreational activities every day of the year. Organized group activities will be scheduled usually several times a week, while scheduling of different activities will vary according to their popularity with tenants.

Transportation planning and assistance: Case managers will aid tenants with transportation planning to assure that transportation is viable both financially, and logistically or practically. Case managers will help tenants with mobility challenges make arrangements with Access Paratransit; other tenants will be educated as needed on use of the Los Angeles Metro and City of Commerce bus systems. Case managers will have a limited quantity of bus tokens and possibly taxi vouchers, made available through Los Angeles Metro's Immediate Needs Transportation Program, to distribute in a judicious manner. Otherwise, tenants will be coached on budgeting for transportation costs. Bell Oasis will also have a dedicated van available as a back-up to assure that the cost or impracticality of standard transportation does not prevent a tenant from accessing important off-site services. Volunteers from VSOs are also likely to aid with providing free, personalized transportation for veteran tenants. The frequency of

transportation planning and assistance will generally be tied to the frequency of case management meetings.

D.7.4. 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.

All services at Bell Oasis Apartments, including case management, will be overseen by an on-site Director employed by The Salvation Army. Presently it is expected that four Case Managers will be employed on-site, serving a total of 64 households, with two of the four Case Managers being specialized to work with veterans. Probably just one of the four Case Managers will be assigned to all 12 of the proposed MHSA units, although tenants in MHSA units may participate in recommended services provided by the other Case Managers as well (e.g., life skills classes, facilitated recreational activities). Considering the Director and a dedicated Case Manager as the key staff, the ratio of onsite staff to MHSA tenants will be 2:12, or 1:6.

D.7.5. 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.

Wellness will be supported in a direct manner by the presence of an on-site Federally Qualified Health Center operated by JWCH Institute, Inc., and dedicated to Bell Oasis tenants, as well as by amenities of a fitness/weight room and separate exercise room within one of Bell Oasis's residential buildings. Life skills classes will also promote good nutrition and effective self-care. In addition, Salvation Army staff in conjunction with JWCH staff will provide health promotion classes and events, including on communicable disease prevention.

Recovery from addiction will be promoted by on-site substance abuse counseling (provided by a case manager who is a certified addictions counselor), and by participation in self-help recovery groups that meet across the street at Bell Shelter, and possibly on-site as well. Recovery from trauma will be supported by direct mental health services as well as by trauma-informed care: Both Salvation Army and John Stewart Company (property managers) staff will be trained to understand that virtually all tenants will have experienced significant trauma in their lives, which contributed to and/or resulted from their homelessness, and recognize the role of trauma in behaviors that may seem strange or counter-productive. Staff will be specifically trained on post-traumatic stress disorder in veterans and military sexual trauma. Staff will treat tenants in a sensitive and respectful manner in all interactions, and consciously seek to avoid re-traumatization. Services, when accepted, will be provided in a manner that gives control and decision-making power to the client.

Resiliency will be supported by strengths-based counseling provided by case managers, and case planning that capitalizes on strengths. Also, tenants will be recognized by staff for milestones in staying housed (e.g., 1 months, 3 months, 6 months, 1 year) and various other

personal accomplishments.

Self-care, recovery, and resiliency will be modeled for newer tenants by peer mentors. These mentors will consist of residents who are stabilized and have fully engaged in programming, with clear evidence of success. They will help with apartment, building, neighborhood, and programming orientations; coaching in use of transportation and other resources; and moral support and encouragement. The qualifications of persons encouraged to be mentors will consist of good interpersonal and communication skills, in addition to their demonstrated success. Also, new tenants who are veterans (i.e., all MHPA-supported tenants) will be paired with peer mentors who also are veterans.

D.7.6. A description of how the MHPA 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 MHPA tenants. This description should also include the identification of staff (the responsible service provider) and specific strategies for working with MHPA tenants to maintain housing stability and plans for handling crisis intervention.

Engagement in supportive services: Case management staff will provide a warm and welcoming approach to all new residents, starting, whenever possible, before the tenant moves in. As the tenant moves in, case managers will assure that the tenant's immediate needs for food, clothing, and medical care are met, and that the resident is comfortable in the apartment and has sufficient household supplies. These initial experiences should demonstrate that staff is on the tenant's side. In subsequent overtures to the tenant to offer supportive services, case managers will, if necessary, use motivational interviewing to lead the tenant to find personal value and meaning in participating in services. Selective hiring and/or proper training of staff to assure substantial literacy on and understanding of the distinct experiences and culture of veterans will help increase the likelihood that tenants will feel comfortable with staff, and subsequently be inclined to follow staff recommendations. Case management will otherwise always involve the tenant's active participation and full consent in goal-setting and decision-making. Whenever possible, tenants will be offered multiple choices or options (e.g., different treatment programs, different specific individuals providing services, different locations).

Engagement in community life: Engagement in community life will be promoted in part by the regular scheduling of fun social and recreational events on-site and through field trips. The Bell Oasis Apartments' multipurpose room will be variously set up for movie nights, games, arts and crafts activities, and special celebrations. Also, The Salvation Army in collaboration with the property management firm (The John Stewart Company) will establish a Tenants' Council, which will be comprised of six persons (required to have at least two veterans) elected by tenants from the tenant population, for a one-year term. The Tenants' Council will meet on a monthly basis. All tenants may bring issues to the Tenants' Council and attend their meetings, but voting will be restricted to the Council. The Tenants' Council will address any sort of concerns or wishes that tenants have about the Bell Oasis buildings and their operation, and programming. The Tenants' Council may also help organize special events. Engagement in community life will otherwise be promoted through a residential building design that features shared decks and patios.

Frequency of contact between supportive services staff and MHTA tenants: Following the Critical Time Intervention model, Bell Oasis staff will seek to make contact with MHTA tenants on a daily basis during the period in which the individual is transitioning into an apartment, and for at least the individual's first few days of tenancy at Bell Oasis. This contact will become less frequent as the tenant demonstrates adjustment to the apartment, and acquires a routine for managing food and basic self-care. Otherwise, the frequency of contact will depend on the tenant's current needs and capacity for self-direction and independence.

Maintaining housing stability: In alignment with a "housing first" philosophy, services for and staff interactions with tenants will focus on housing stability as a primary value. This will occur through a combination of assuring that the housing at Bell Oasis Apartments offers more net appeal to the tenant over life on the street or in shelters, and by preventing a necessity for eviction. There will be no requirement for sobriety, nor for any services participation – some tenants, especially new ones, might prefer the street were such requirements in place. Staff will monitor a new tenant's satisfaction with the apartment, and seek to ameliorate any source of dissatisfaction, and otherwise seek to make the tenant's experience at Bell Oasis a thoroughly positive one. Also, to prevent a necessity for eviction, both The Salvation Army and staff of The John Stewart Company staff (property managers) will be flexible with certain expectations so as to make eviction an absolute last resort, excluding cases when eviction is necessary to maintain community safety. Staff will provide eviction prevention counseling, and seek to make accommodations, advocate, and problem-solve on behalf of the tenant. Examples might consist of helping the tenant assure contact with material benefits, negotiating alternative rent payment schemes, or counseling the tenant on preventing damage to the unit. These actions might be supplemented by motivational interviewing and setting up written agreements.

Plans for handling crisis intervention: All case managers on-site (all highly qualified, with master's degrees in human services fields or equivalent work experience) will be trained in crisis intervention, and can help any tenant experiencing a crisis, including those not directly on their personal caseload. On-site staff of The John Stewart Company will also be trained in crisis intervention. In cases where a tenant is experiencing a medical or mental health emergency, staff will follow a prescribed protocol involving immediately summoning proper care and seeking to reduce risk and maximize safety. In cases where a tenant is poised to revert to homelessness as a personal preference, staff will attempt to provide counseling and motivational interviewing intended to lead the tenant to find a personally meaningful reason to stay. Staff will also be trained in proper responses to other threatening circumstances or emergencies that could potentially threaten the Bell Oasis Apartments community, such as fires, earthquakes, hostile intruders, power outages, etc.

D.7.7. 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 MHTA tenants will be assisted in transitioning to other permanent housing once they reach 25 years of age.

(Not applicable: Bell Oasis Apartments will serve a general adult population, and not specialize in serving transition-aged youth.)

**D.7.8. 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.**

The Salvation Army expects the overall tenant population at Bell Oasis Apartments to be diverse by race/ethnicity and cultural background, as well as by gender and age. Some clients will prefer to communicate in a language other than English, most commonly Spanish, but other languages are possible as well. About half of the residents will be veterans; these tenants will have a very distinct set of experiences and culture that the non-veteran residents will not share. Each tenant will otherwise be absolutely unique with respect to life history and experiences, interests, personal goals, personality, and receptivity to services. All staff will be trained explicitly on knowledge of and sensitivity to the distinct experiences of African American, Hispanic, and other racial/ethnic populations; veterans; women; and persons in older generations. Staff (itself expected to be multicultural) will also be trained on the concept of cultural humility, i.e., full openness to others' experience, and avoiding biases associated with one's own culture. This sensitivity and humility will occur throughout case management, life skills training, and other services. Veterans in particular will receive customized case management, counseling, and benefits advocacy that reflects full literacy on veteran culture and circumstances.

While all MHSA tenants will be veterans, and it is unlikely that veterans of the United States military will not speak English, The Salvation Army will assure that all clients can be served in their preferred language. On-site staff will include persons who are English-Spanish bilingual, while many staff at the adjacent Salvation Army Bell Shelter are English-Spanish bilingual. Persons who prefer to speak a language other than English or Spanish will be accommodated through use of translators from other Salvation Army or John Stewart Company (property management company) sites, or other organizations when necessary. Salvation Army and John Stewart Company staff will also undertake such measures as simplifying and/or repeating communications, reading printed materials out loud, writing down otherwise spoken information, etc., to accommodate persons who may have language-related deficits or impairments. Staff will be careful to make these accommodations in a sensitive, non-stigmatizing manner.

**D.7.9. 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.**

The Salvation Army and the Bell Oasis Apartments property manager, i.e., The John Stewart Company, have established a preliminary Bell Oasis Apartments Management Plan, which lays out the roles and responsibilities of each party. The John Stewart Company has agreed to cooperate with The Salvation Army in support of implementation of supportive services for tenants. Also, each new tenant will be asked to sign a letter of authorization allowing John Stewart Company staff to communicate with the on-site Salvation Army Director and case management staff to help assure that the tenant's needs are being met, especially to address circumstances where a tenant is facing a risk for eviction. The Salvation Army Bell Oasis Apartments Director will convene a meeting with all case managers, and at minimum the principal local manager from The John Stewart Company, once per week. This team will collectively discuss tenant, building, and programming issues in service of preventing problems with any particular tenants, and continuously improving the overall project. A specific, assigned case manager will be the single point of contact for communication and coordination of supportive services for a given tenant. John Stewart Company staff will have a roster of assigned case managers for each tenant, and will know to consult with the identified case manager on issues concerning service provision that may arise for a given tenant.

D.7.10. If proposing to develop Shared Housing units within a Rental Housing Development, attach "House Rules".

(Not applicable: Units at Bell Oasis Apartments will be solely for single persons/households.)



**Item D.8 Supportive Services Chart (Attachment C)**

Submit the Supportive Services Chart (**Attachment C**). The Chart must list all services that will be provided to MHSA tenants, including any in-kind services essential to the success of the Supportive Services Plan.

**Supportive Services Chart**

List all the services to be provided to MHSA tenants in the MHSA Rental Housing Development, including any in-kind services essential to the success of your Supportive Services Plan. Add additional lines to the Supportive Services Chart as needed.

Supportive Service	Target Population	Service Provider(s)	Service Location
List each service separately (e.g., case management, mental health services, substance abuse services, etc.)	Name the target population(s) that will be receiving the supportive service listed. *	List the name of the proposed service provider.	Indicate where the service is to be provided - onsite or offsite. For offsite services, indicate the means by which residents will access the service.
1 Adult day care	Seniors with memory impairments and/or who are socially isolated	Home Avenue Adult Day Health Care	Off-site at 8114 Telegraph Road in Downey. Transportation will occur through Salvation Army van, Home Avenue vehicle, or Access Paratransit.
2 Assistance in obtaining and maintaining benefits/entitlements	All tenants not already established with benefits	The Salvation Army	On-site
3 Attendant care	Tenants who need daily in-home assistance	Los Angeles County Department of Public Social Services In-Home Supportive Services program	On-site
4 Budgeting and financial training	All tenants	The Salvation Army	On-site
5 Domestic violence counseling and safety planning	Tenants who have experienced or are at risk for domestic violence	Los Angeles County Domestic Violence Council	On-site (via telephone hotline contact, initially)
6 Educational opportunities and linkages	Tenants who need or wish to improve basic skills, or pursue education for any reason	(a) Bell Gardens Community Adult School, and (b) Slawson Southeast Occupational Center	(a) Bell Gardens Community Adult School is off-site at 6119 Agra St. in Bell Gardens, about a 1.5 mile commute each way. Tenants will access the school most often through Los Angeles Metro buses (with northbound and southbound bus stops on Eastern Ave. a short walk or wheel away). (b) Slawson Southeast Occupational Center is off-site at 5500 Rickenbacker Road in Bell. It is extremely close – only a few minutes' walk or wheel away.
7 Employment and vocational services	Tenants who have the potential to be employed	(a) Hub Cities One-Stop Career Center, (b) PVJOBS	(a) Hub Cities One-Stop Career Center services will be provided off-

MHSA Housing Program Rental Housing Application

ATTACHMENT C

				<p>site at their location at 2677 Zoe Ave. in Huntington Park, about a 4.6 mile commute each way. Residents will travel there through public buses, Access Paratransit, or, if needed, a Salvation Army van. (b) PVJOBS services will be provided at varying off-site locations comprising sites for construction projects. Generally tenants will be expected to use public buses and trains to travel to these sites. (Transportation to these and other off-site locations may also possibly be provided by volunteers from veterans service organizations.)</p>
8	Food and clothing assistance	Tenants lacking a means to assure a stable supply of food and/or sufficient clothing	The Salvation Army	On-site
9	Housing outplacement	Tenants who need more intensive services, or no longer need supportive housing, or wish to leave Bell Oasis Apartments for other reasons	The Salvation Army	On-site
10	Legal assistance	Tenants with legal barriers to housing, work, self-sufficiency, etc.	Public Counsel	Off-site at Public Counsel offices at 610 Ardmore Ave. in Los Angeles (11.6 miles away), and at courts, generally in downtown Los Angeles (roughly 7 miles away). Depending on the tenant's circumstances and needs, transportation will occur through the tenant's using the Los Angeles Metro public transportation system, or else via a ride in a Salvation Army van, or staff or volunteer vehicle.
11	Life skills training	All tenants	The Salvation Army	On-site
12	Linkage to community-based services and resources	All tenants	The Salvation Army	On-site (the community-based services and resources linked to will be in various off-site locations)
13	Medication management	Tenants who need assistance to effectively carry out a medication regimen, including for psychiatric	JWCH Institute, Inc. (operating a Federally Qualified Healthcare Center on-site)	On-site

MHSA Housing Program Rental Housing Application

ATTACHMENT C

		medication		
14	Mental health services	All tenants (per the nature of MHSA units)	The Salvation Army, and ENKI Health and Research Systems, Inc. Tenants may retain a relationship with DMH or an off-site DMH-funded provider.	On-site (The Salvation Army and ENKI) and/or off-site (DMH). DMH clinics and DMH-funded providers are in various locations. Transportation to these sites will most often occur through public buses, but other transportation arrangements may be made if necessary.
15	Parent and family services	Tenants who are, or become, parents of young children living with them (expected to be very rare)	The Salvation Army (for child care) and the Los Angeles County Department of Children and Family Services (DCFS)	Off-site, at various Salvation Army child care and DCFS locations. Transportation to these sites will most often occur through public buses, but other transportation arrangements may be made if necessary.
16	Peer support	All tenants	The Salvation Army	On-site
17	Physical health services	All tenants	JWCH Institute, Inc. (operating a Federally Qualified Healthcare Center on-site)	On-site
18	Representative payee services	Tenants who are not capable of carrying out essential personal financial management	Resource Oversight & Guidance Services, Inc.	On-site
19	Social and recreational activities	All tenants	The Salvation Army	On-site and off-site. The Salvation Army will provide transportation for field trips to activities in off-site locations.
20	Substance abuse treatment services	Tenants with a history of substance abuse	The Salvation Army	On-site. (Some tenants may elect to attend self-help meetings in off-site locations, and arrange transportation accordingly. Tenants who choose to do may attend meetings held at The Salvation Army Bell Shelter by walking or wheeling just across the street.)
21	Transportation planning and assistance	All tenants	The Salvation Army	On-site

\*When tenants consent to participate. All service participation will be voluntary.

**MHSA Housing Program Rental Housing Application**

**ATTACHMENT C**

**Primary Service Provider:** The Salvation Army

(Indicate the primary service provider, i.e., entity responsible for providing services to the tenants of the MHSA Housing Program units, and for overall implementation of the Supportive Services Plan, including coordination between multiple service providers where applicable.)

**Item D.9 Design Considerations for Meeting the Needs of the MHSA Tenants**

Describe the following:

- 1 Physical space, including common areas, outdoor areas, landscaping, physical access to the property, security;
- 2 Supportive services space (if any), including any quiet area on site for tenants to meet service staff;
- 3 How the MHSA units will be designed to provide appropriate accommodations for physically disabled MHSA tenants, if appropriate.

**Response:**

**D.9.1 Physical space, including common areas, outdoor areas, landscaping, physical access to the property, security**

The Salvation Army Bell Oasis Apartments will comprise 64 studio apartments within two three-story buildings, along with a one-story community building, situated on a 66,733-square foot parcel within a 25-acre property owned by The Salvation Army in Bell, California. Bell Oasis housing is being designed in a very attractive, contemporary style that is indistinguishable from new market-rate apartments that have been constructed in the area within the last few years. The two tenant buildings will each have a slight bend in the middle, creating two wings and enhancing visual interest. Going from west to east, the two tenant buildings and the community building will have progressively smaller footprints, following an angled southern boundary of the parcel. The buildings will also feature prominent entryways with overhead protection, and full landscaping.

Each tenant unit will comprise an approximately 425 square foot studio. Each apartment will be fully furnished, with all furniture and appliances being brand-new at project opening. Each apartment will have a fully-equipped kitchen area; a full bathroom; and a dining area (with free-standing dining table), sitting area, and sleeping area. All first-floor units will have individual outdoor patios. One on-site, two-bedroom manager’s apartment will be located within one of the residential buildings.

Common areas: The community building will be a short walk or wheel from either tenant building, and will include a multipurpose community room with adjacent warming kitchen, a medical clinic (a Federal Qualified Health Center operated by JWCH Institute, Inc.), social service offices, a laundry room, maintenance storage, and a rental office and lobby, along with an adjacent community patio. A gym with cardiovascular and strength training equipment, and a separate designated exercise room with instructor-led programming, will be located within one of the residential buildings.

Outdoor areas: Easy circulation within the site will be facilitated by a ground level path that will take tenants directly (“as the crow flies”) from between the western residential building (Building A), through an open gap or breezeway on ground level in the middle of Building B (underneath an area of Building B that has an on-site gym on the second floor, and a separate

exercise room stacked above it on the third floor), to the community building to the east (which will include a laundry room as well as services spaces). The central path will be well-lit, and secure within the project’s boundaries, and will feature periodic seating areas. There will otherwise be a simple configuration of pedestrian paths, to and from the street, collecting pedestrians in a shared, gated tenant entry in between Building A and Building B, with an alternate entry into the lobby (open during business hours) of the community building. Parking areas will be very close-by, with a bank of about 14 spaces just west of the northern portion of Building A, and about 21 spaces running along the north part of the parcel, in a line along the public street that will service the parcel (K Street). A ¼-mile community walkway with periodic benches will run along the north side of the Bell Oasis parcel as well as nearby garden and orchard areas (managed by the GrowGood organization to support residents at the adjacent Salvation Army Bell Shelter).

Landscaping: Landscaping will occur throughout the parcel in spaces not occupied by buildings, walkways, patios, or parking. This will including areas between Building A and Building B, areas between Building B and the community building, and along most of the perimeter areas. A California-licensed landscape architect will prepare a preliminary landscaping plan, with a plant list keyed to the plan. Native or drought-tolerant plants will be used for a minimum of 75% of the landscaped areas. Trees will be planted in compliance with the Los Angeles County Tree Planting Ordinance, with deciduous trees shading south windows and evergreen trees shading west windows. Landscaped areas will be accessible for maintenance. It also should be noted that storm water will be filtered and released as clean water to an existing, adjacent (south of the western parking lot) retention basin and concrete channels. The project will additionally feature graywater irrigation.

Physical access to the property: Borders will be clearly defined through durable steel perimeter fencing, along with certain building walls, while fencing and landscaping will direct the circulation flow of persons to highly observable pathways. The public entrance to the community building will feature a small public lobby and adjacent rental office, while amenities of the community building for tenants will principally be accessed by an entry that is interior to the development. The tenant entry, clearly marking a transition between public and semi-public space, will be gated and locked with automatic closers.

**D.9.2 Supportive services space (if any), including any quiet area on site for tenants to meet service staff**

The Bell Oasis community building will include private, quiet offices in which tenants may meet with service staff for case management, counseling, and other one-on-one services. Other supportive services will be provided in a Federally Qualified Health Center operated by JWCH Institute, Inc., and in a multipurpose room (for life skills classes, for example), both also in the community building. The healthcare clinic will include quiet, private space for interaction between patient and healthcare personnel.

**D.9.3 How the MHSA units will be designed to provide appropriate accommodations for**

physically disabled MHSa tenants, if appropriate.

Twenty-three (23) of the 64 client units at Bell Oasis Apartments will have special features to accommodate clients with mobility impairments (e.g., lowered height of fixtures, grab bars, roll-in shower), while 7 of the units will have special features to accommodate clients with sensory impairments (e.g., multi-sensory smoke alarms and doorbells). In cases when a physically disabled person seeks to establish tenancy at Bell Oasis Apartments, but all units with appropriate special features are occupied, The Salvation Army will, whenever possible, modify another, vacant unit to make it an appropriate and safe to match the circumstances of the new tenant.