



TRANSFORMING A CAMPUS INTO A

# COMMUNITY

WEST LOS ANGELES VA CAMPUS REDEVELOPMENT

Presented at the 2024 California Housing and Community Development Conference

DEVELOPMENT TEAM



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## ORIGIN - JUDGE PREGERSON

Judge Pregerson fought to ensure the 1979 consent decree, which resolved the litigation and cleared the way for the Century Freeway's (I-105) construction, addressed the many needs of the impacted community members.



Among its provisions, the consent decree established the Century Freeway Housing Program, a state agency who created over 5,700 affordable homes over the span of 14 years. It is now Century Housing, an independent nonprofit organization.

## ORIGIN - SETTLEMENT

Consistent with VA's statutory obligations and mission to serve our nation's veterans, VA and the representatives of the plaintiffs intend to work together as partners, in coordination with key Federal, State, local, and community stakeholders and charitable and philanthropy to end veteran homelessness in Greater Los Angeles.



Principles for a Partnership and Framework for Settlement  
By and Between the U.S. Department of Veterans Affairs and  
Representatives of the Plaintiffs - Valentini v. McDonald





# GUIDING PRINCIPLES



## HOME

Holistically assemble services, amenities and housing that anchor our residents in home.



## NURTURE

Support residents' mental, physical and emotional health and connectivity within and beyond this community.



## OPPORTUNITY

Embrace Veterans, stakeholders, and partners with shared values and respect.



## RESTORE

Serve as a responsible steward for the historic built and natural environments of the campus.



## OUTSTANDING

Build monumentally modest neighborhoods for Veterans.



## SUSTAIN

Ensure the long term fiscal health, viability and success of the community.

ESTABLISH  
**ORDER**



Create sense of hierarchy, orientation, and monumentality across the community through organization of structures and landscape.

URBAN DESIGN  
**STRATEGIES**



ASSEMBLE  
**HARMONY**



Preserve the architectural heritage of the community and integrate new construction within the existing community.

CONNECT TO  
**CONTEXT**



Foster physical connections both within the VA community and beyond into the surrounding community. Create meaningful gathering places where community can be brought together.

BUILD  
**CRITICAL MASS**



Cluster development, uses, and infrastructure improvements to build critical mass of activity, services, and amenities within the community. Be thoughtful on phasing, focusing development on areas that can be fully claimed, built out and utilized.

CREATE MONUMENTAL  
**MODESTY**



Enhance the civic design and architecture of the West LA-VA community through historic preservation, new construction, monuments, public art, and landscape design.

# A VIBRANT COMMUNITY



## Veteran Services Will Include:

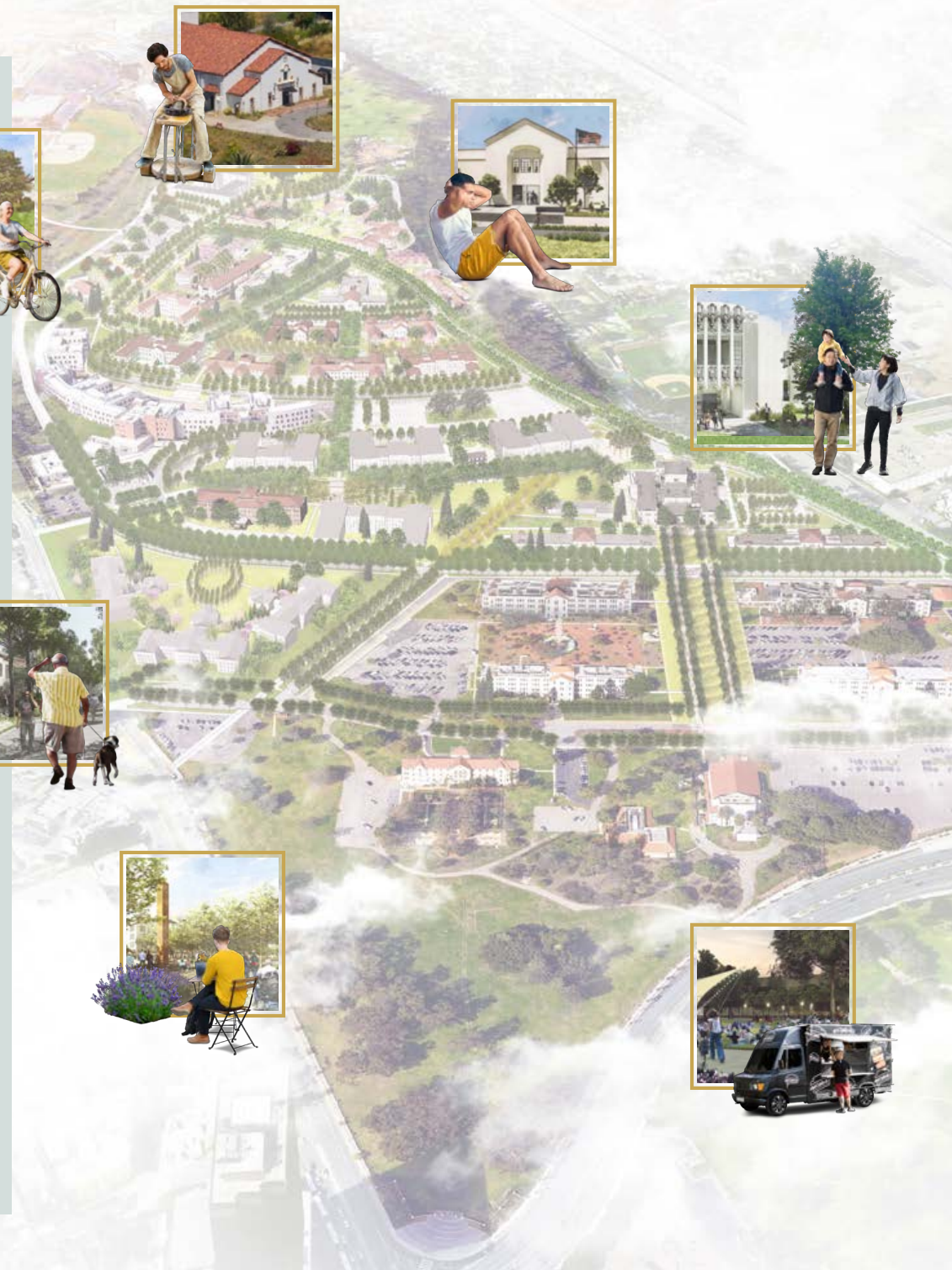
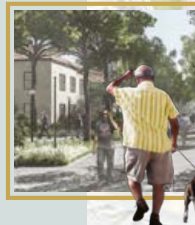
### TOWN CENTER

Over 90,000 square feet of non-residential commercial space around a network of outdoor spaces and supportive housing to provide Veteran-serving amenities, recreation, arts spaces, employment, vocational training and socialization opportunities for resident Veterans and regional Veterans. Housing both intermixed and outside Town Center based on Veteran needs

- Includes a Town Green, Mobility Hub, Main Street with resources, transportation, enterprise and amenities

### B300 (WELLNESS CENTER) & B13 (TOWN HALL)

- Before the Wellness Center and Town Hall open, arranging supportive services for the community via VA coordination, partnership, Backbone coordination and U.S.VETS available services
- Creation of slate of wellness services and confirmation of partners is underway
- Community kitchen
- Community resources, services and amenities





# A HEALTHY COMMUNITY



## Veteran Services Will Include:

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### HOUSING UNITS WELLNESS SERVICES

- Veteran-Centered Services including Mental Health, Substance Use, Career, Specialty Services for target populations
- Case Management
- Tiered Levels of Need
- Appropriate Caseload Ratio
- Scheduled Appointments
- Individualized Service Plans
- After Hours Availability
- Tenant Responsibility

### HOUSING UNITS WELLNESS STAFF

- Case Managers (per capita, HUD-VASH and U.S.VETS)
- Veteran Services Coordinators
- Safety & Welfare Checks
- Monitor Activities of Daily Living (ADL)
- VA Navigation
- Supports Veteran Resident Council
- Coordinates Volunteers
- Liaison Between Clinicians & Property Mgmt
- Leveraging Existing Staff & Programs



# A CONNECTED COMMUNITY



## Community-Building Progress

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- The Backbone will be a 501c3 with community development & administrative function
- WLAVC is currently a member of the West LA Services Collective and already doing joint work with the VA and community partners in service to the community
- Building the structure of the community is crucial! Administration, Property Management and Safety are key components, as well as Community Rules and other systems designed to manage effective function and resident and visitor experience
- Beyond systems, the Veterans and community are the heart of what we do! What do Veterans need and how can we be JOINTLY effective?
- Inaugural Annual Report being created
- Inaugural Community Newsletter launched
- Social Media has been activated
- Community Web Portal is in development



# MEASURING + FACILITATING COMMUNITY SUCCESS



2022 – Continued Systems Design,  
Implementation and Feedback Loops

## MEASURING SUCCESS ACROSS DIMENSIONS:

### COMMUNITY DEVELOPMENT SUCCESS

- Creation of Housing and tenant integration and flow
- Core Values upheld, joint Property Mgmt & Safety standards, tenant selection housing mix, accessibility to remove roadblocks, solid systems

### COMMUNITY SUCCESS

- Breadth & depth of community services, supportive fabric, integration of residents and visitors, safe and thriving community with critical opportunity for Veterans, families and caregivers.
- Well-administered community
- Successful stakeholder and resident groups & collaboration

### SERVICES SUCCESS









- Joint coordination
- Trauma and developmentally-informed care, strengths-based, solution-focused
- Best practices and evidence base
- Safety, trustworthiness, choice, collaboration, empowerment!



# DRAFT COMMUNITY PLAN

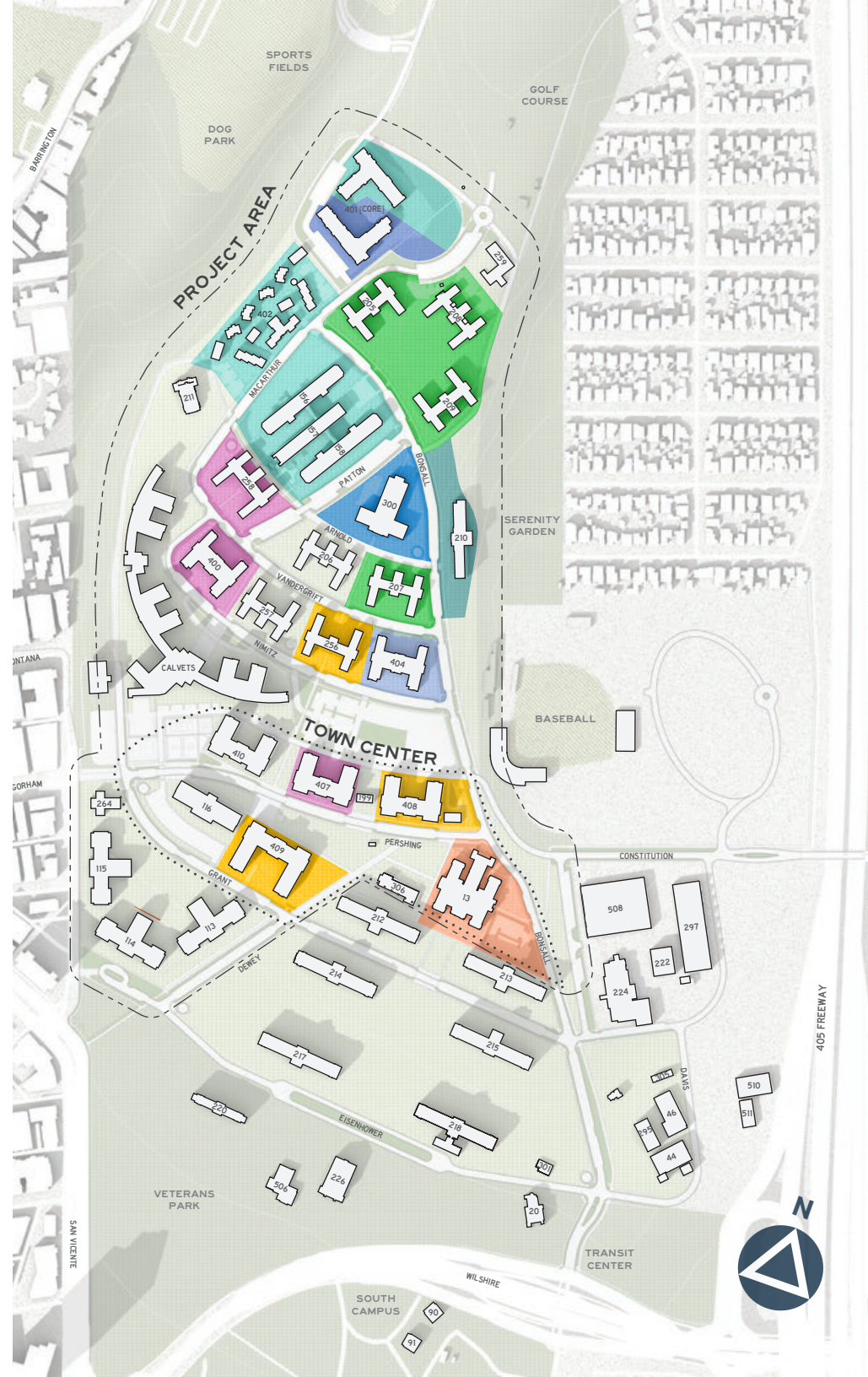
# HOUSING DEVELOPMENT PHASES

## LEGEND

	<b>Open</b>		<b>Pre Development</b> 2024 Start
	<b>Construction</b> 2024 Completion		<b>Pre Development</b> Anticipated 2025 Start
	<b>Construction</b> 2025 Completion		<b>Pre Development</b> Anticipated 2026 Start
	<b>Construction</b> 2026 Completion		<b>Pre Development</b> Anticipated 2027+ Start

Note: Bldgs 113, 114, 115, 257, 206 are future potential EUL's per the Master Plan of 2022 and the PEIR

TOTALS	UNITS	PCT TOTAL
<b>Homes Open/ Operational</b>	<b>233</b>	<b>19.2%</b>
<b>Construction</b>	<b>535</b>	<b>44.0%</b>
<b>Pre Development</b>	<b>447</b>	<b>36.8%</b>
<b>1,215 Homes</b>		















DRAFT AND SUBJECT  
TO CHANGE AND VA APPROVAL

**DRAFT AND SUBJECT TO CHANGE AND VA APPROVAL**

# DRAFT COMMUNITY PLAN

## COMPOSITE PHASE 1

LEGEND	PHASE UNIT COUNT	CUMULATIVE UNIT COUNT
	PHASE 0 237 HOMES (INCLUDING SHANGRI-LA)	237 HOMES
	PHASE 1 682 HOMES (INCLUDING CORE)	919 HOMES
	PHASE 2 423 HOMES	1342 HOMES
	PHASE 3 254 HOMES	1596 HOMES
	PHASE 4 98 HOMES	1694 HOMES
	INDEPENDENT PHASE ( NO UNIT COUNT)	
	COMMUNITY	
	OPEN SPACE	
	GROUND FLOOR ACTIVITY	
	ELECTRICAL	
	NEW NATURAL GAS	
	DATA AND COMMUNICATIONS	





BLDG 207  
**UPDATE**

B207 IS PART OF PHASE 0



Type **Adaptive Reuse**

Unit Count **60 (59 Veteran + 1 Manager)**

Population **Homeless Veteran Seniors (62+)**

Breakdown **53 studios, 6 one-bedrooms, 1 Manager**

AMI Levels **All units @ 30% AMI**

Rent Limits **\$591 studio / \$633 one-bedroom**





BLDG 404  
**UPDATE**

B404 IS PART OF PHASE 1

Type **New Construction**

Unit Count **73 Units**

Population **Homeless Veteran**

Construction Start **Nov 2022**

Construction Finish **Dec 2024**

**Services include** case management, mental and physical health, substance abuse, etc.

**Service staffing:**

-2 FTE case managers\*  
-0.25 FTE occupational therapist ( Paid out of cash flow)

-3 FTE VASH case managers (In-kind by VA)

\*FTE = full time equivalent





BLDG 404  
**UPDATE**

B404 IS PART OF PHASE 1





Type **Adaptive Reuse**  
Unit Count **112 Units**  
Population **Homeless Veteran**  
Construction Start **June 2023**  
Construction Finish **May 2025**  
Set Aside **Homeless Veterans with  
mental illness (35 units)**

**Services include** case management, mental and physical health, substance abuse, etc.

**Service staffing:**

-2 FTE case managers\*      -4.5 FTE VASH  
-0.25 FTE occupational      case managers  
therapist ( Paid out of      (In-kind by VA)  
cash flow)

\*FTE = full time equivalent









Type **Adaptive Reuse**

Unit Count **49 Units**

Population **Homeless Veteran**

Construction Start **Nov 2023**

Construction Finish **Dec 2025**

Set Aside **None**

**Services include** case management, mental and physical health, substance abuse, etc.

**Service staffing:**

- 1.5 FTE case managers\*
- 0.05 FTE occupational therapist ( Paid out of cash flow)
- 4 FTE VASH case managers (In-kind by VA)

\*FTE = full time equivalent















BLDG 402  
**UPDATE**

Type **Modular New Construction**

Unit Count **120 Units (118 Veteran + 2 mgr)**

Population **Homeless Veteran\***

Construction Start **Jan 2023**

Construction Finish **Q1 2025**

**Services include** case management, mental and physical health, substance abuse, etc.

**Service staffing:**

-0.5 FTE case managers\*  
-1 FTE occupational therapist ( Paid out of cash flow)

-4.25 FTE VASH case managers (In-kind by VA)

\*50 units set aside for Homeless Veterans with mental illness









BLDG 210  
**UPDATE**

Type **Adaptive Reuse**

Unit Count **38 (37 PSH + 1 Manager)**

Population **Female Veteran Preference / All Veterans**

Construction Start **Aug 2024**

Construction Finish **April CY 2026**

**Services include** VASH Case Management and wraparound staffing to include Veteran Services Coordinator and Peer Support, access to behavioral and physical health programming including substance use, women Veterans programming, child and family services partnership, and support from U.S.VETS Women Vets on Point Coordinator

**Service staffing:**  
0.5 FTE U.S.VETS  
Veteran Services  
Coordinator  
wraparound

VASH: 1.5 FTE HUD/  
VASH Case Manager,  
1 FTE Clinical  
Supervisor, 0.5 FTE  
Program Manager







BLDG 300  
**UPDATE**

Type **Adaptive Reuse**

Unit Count **43 (42 PSH + 1 Manager)**

Population **Homeless Veterans**

Construction Start **Jan 2025**

Construction Finish **Aug 2026**

Funding Sources **Historic Tax Credits  
Bonds / LIHTC  
VASH  
Private Funding**

**Services include** VASH Case Management and wraparound staffing to include Veteran Services Coordinator and Peer Support, access to behavioral and physical health programming including substance use

Integrated Wellbeing Center on bottom floor of B300 with Food Bank, Legal Services, Workforce Center, Coffee Shop (TBD) community spaces and partnerships to serve housing units and region

**Building Service staffing:**

U.S.VETS West Los Angeles Director and Operations Manager, Workforce and programs staffing, macro Backbone TVC Director

0.5 FTE U.S.VETS Veteran Services Coordinator wraparound

VASH: 1.68 FTE HUD/VASH Case Managers, 1 FTE Clinical Supervisor, 0.5 FTE Program Manager



BLOG 300

# Integrated Services Wellness Center



Building  
**300**

## SERVICES + AMENITIES

Clinical services and clinical case consultation, including substance use treatment

SSVF, family services, senior services, women Veterans services,

Peer mentoring

Clinical and non-clinical human services classes and groups

Employment Assistance

Career Guidance

Telehealth

Coffee shop and Food Bank

Transportation Coordination

Activities Coordination



# DRAFT COMMUNITY PLAN

# VETERAN CONNECTOR



**OVERVIEW - PROPOSED DESIGN**  
 WEST LA VA - VETERANS CONNECTOR PROJECT

# PHASE TWO

~470 UNITS + TOWN CENTER

The second phase of the Community Plan focuses on the South Village and creating a Town Square, while establishing physical and programmatic connections between the North and South Villages.

*Restoration and adaptive reuse of Buildings 13, 199, 210, 256 and 258*

*Construction of new Buildings 407, 408, 409, 410*

*Creation of over 470 new permanent supportive homes*

*Relocation and restoration of Trolley Depot [Building 66] to Transit Plaza*

*Conversion of Dewey Avenue into a pedestrian space in Town Green*




*Development of Museum Gardens, Café Plaza, and Welcome Plaza*

*Complete street enhancements to Grant and Bonsall Avenues*

*Realignment and complete street design of Pershing and Grant Avenues*



## LEGEND

-  Housing
-  Community
-  Mobility

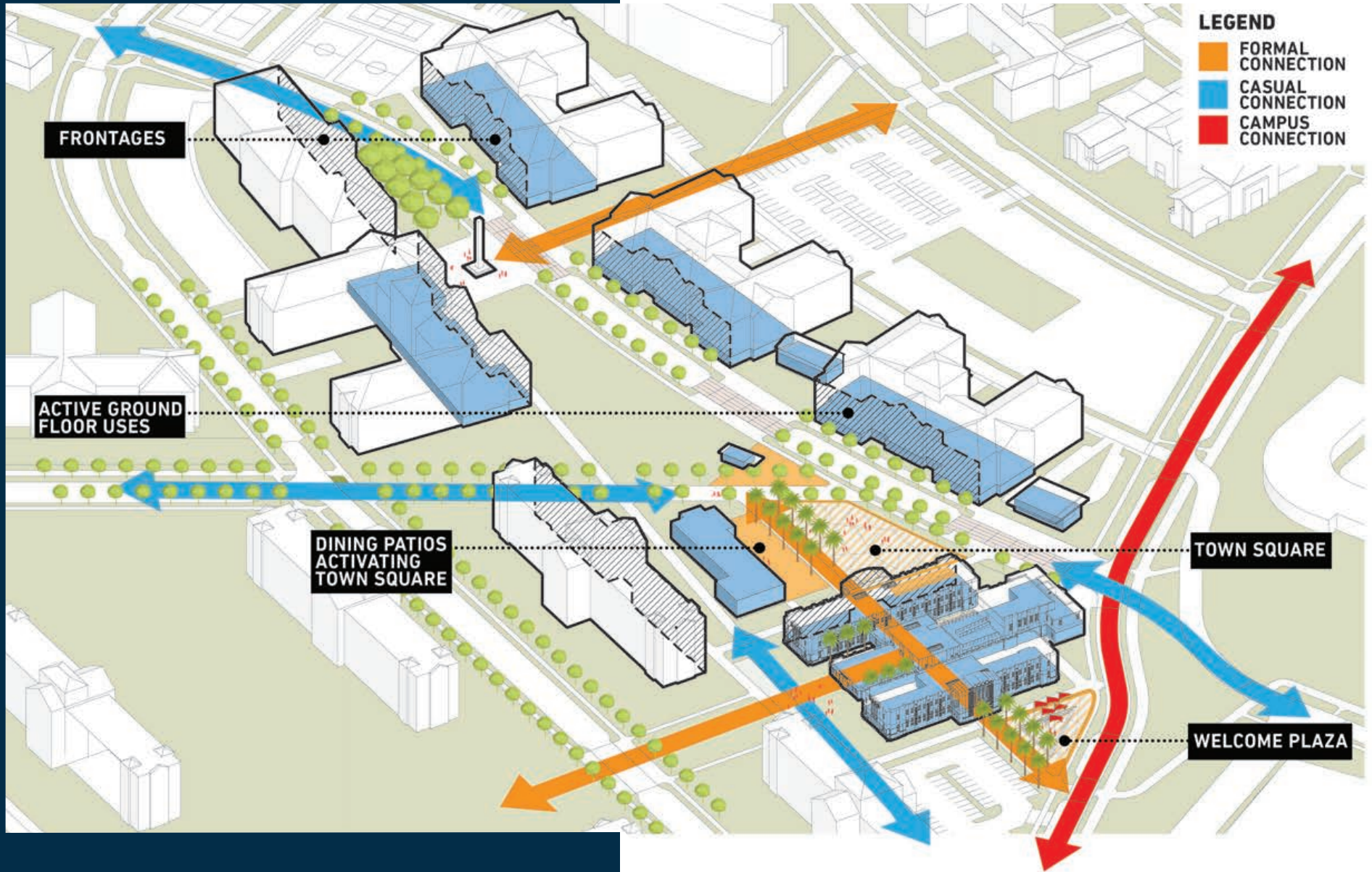


New open spaces and amenities will focus on creating a heart for the Veteran-serving neighborhood in and around the Town Square, with Building 13 hosting functions and services similar to those of a Town Hall.

# COMMUNITY TOWN CENTER ELEMENTS



# COMMUNITY TOWN CENTER URBAN DESIGN



COMMUNITY TOWN CENTER

# FLEXIBLE + PEDESTRIAN SCALE



REFERENCE IMAGES

TOWN CENTER  
**VETERAN PLAZA**



TOWN CENTER

# TOWN GREEN



# MILESTONE CHRONOLOGY



**2018**

Selected by VA  
in November

Team  
onboarded

Community planning  
effort began

**2019**

Community  
outreach

Infrastructure assessments:  
dry, wet, streets

Community planning  
underway

PEIS Record of Decision:  
NEPA Clearance

Wadsworth Chapel leased  
to Wadsworth Chapel  
Heritage Partners

**2020**

PD/EUL  
negotiations

Community  
outreach

Broke ground on  
Building 207

Broke ground on  
dry utility trunkline

Financing and voucher  
applications

**2021**

PD/EUL negotiations

Community outreach

Financing and voucher  
applications

\$20 million commitment  
from a State of California

Passage of West LA VA  
Campus Improvement Act

Publication of  
Community Plan

Master Plan published

Dry utility trunkline  
construction substantially  
completed

CEQA clearance achieved

Backbone entity formed

Director of Community  
Development hired

**2022**

Community outreach

Financing applications

Tax credit allocations  
pending for 402, 404,  
and MacArthur A (Core)

\$188.7 million  
“The Veterans Promise”  
capital campaign launched

Tunnels to Towers  
major gift

Continued state and  
federal advocacy

PD/EUL submitted to  
OMB and Congress (NOIE)

VA Adoption of  
Master Plan 2022





# MILESTONE CHRONOLOGY



2023

Community Outreach

Broke ground on Building 158

Start of campus connectivity improvements

6 projects under construction

Continued State and Federal Advocacy

Veterans Promise Campaign fundraising

2024

Broke ground on Building 210

Supported resident Veteran survey

Phase 2 predevelopment work

7 projects under construction

Start of campus connectivity improvements

Start of "Bunker Social" events

Continued State and Federal Advocacy

Veterans Promise Campaign fundraising

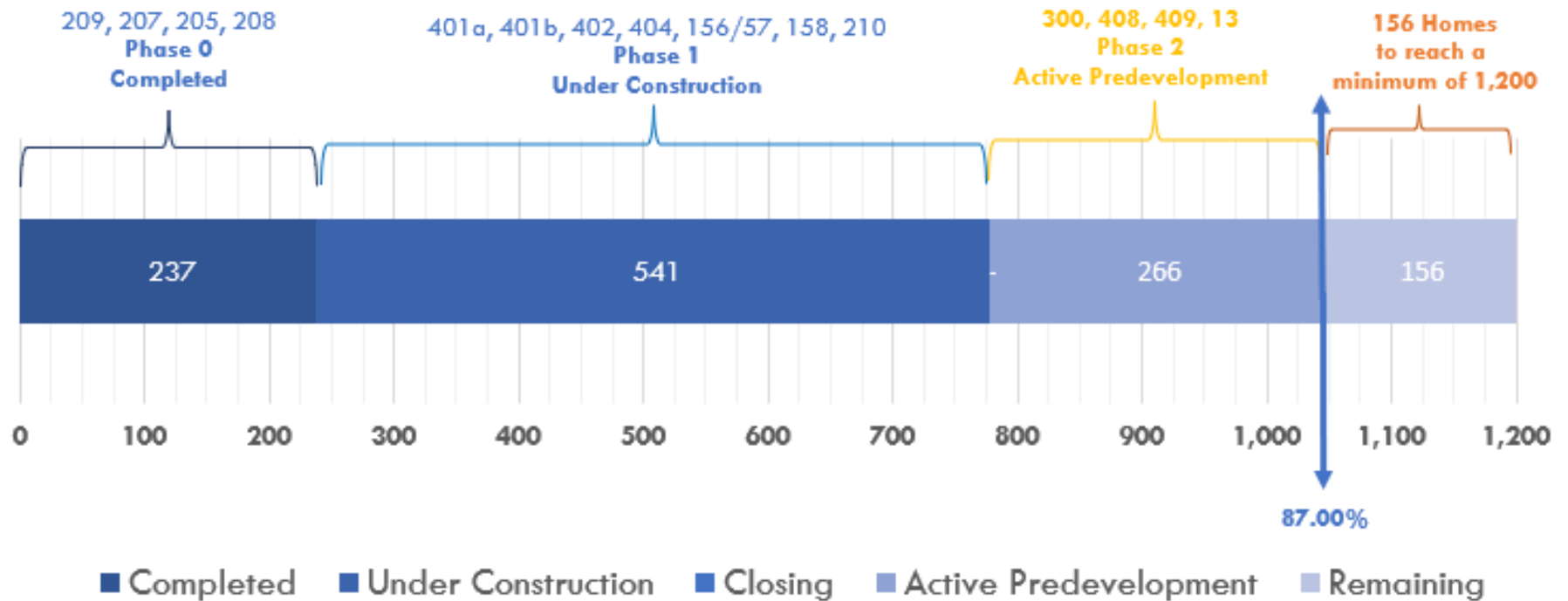
Launch of backbone organization activities



# PROGRESS TO DATE



## Master Plan 2022 Progress Toward Minimum 1,200 Homes



As of November 21, 2024

# FUNDING COMMITMENTS



## Progress on Financing Commitments by Project Status

	<i>Completed</i>	<i>Under Construction</i>	<i>Closing</i>	<i>Predevelopment</i>	<i>Total</i>
VA	\$62,845,835	\$27,758,489	\$30,200,000	\$140,068,641	\$260,872,965
City	\$31,920,000	\$0	\$0	\$0	\$31,920,000
County	\$5,750,000	\$21,620,000	\$0	\$0	\$27,370,000
State HCD	\$0	\$61,957,108	\$0	\$25,113,574	\$87,070,682
State CalVET	\$0	\$10,288,256	\$0	\$7,500,000	\$17,788,256
Federal (other)	\$0	\$0	\$0	\$2,589,650	\$2,589,650
Other	\$20,791,154	\$49,752,315	\$0	\$2,497,658	\$73,041,127
Tax Credits	\$31,134,182	\$178,441,650	\$0	\$0	\$209,575,832
Debt	\$12,770,118	\$50,416,536	\$0	\$2,615,000	\$65,801,654
Philanthropic	\$1,000,000	\$16,490,000	\$0	\$65,496,055	\$82,986,055
<b>Total</b>	<b>\$166,211,289</b>	<b>\$416,724,354</b>	<b>\$30,200,000</b>	<b>\$245,880,578</b>	<b>\$859,016,221</b>

**\$859M**

financing commitments  
leveraged to date



# CHALLENGES + CONSTRAINTS



## STATE + FEDERAL AFFORDABLE HOUSING FINANCING

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**Funding Limitations:**  
Amount, timing, competitiveness  
and uniqueness of West LA VA

**Bond Volume Cap**

**Project-based VASH Vouchers**

## CAMPUS INFRASTRUCTURE

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**Aging wet utility infrastructure**  
(water, stormwater, and sewer)

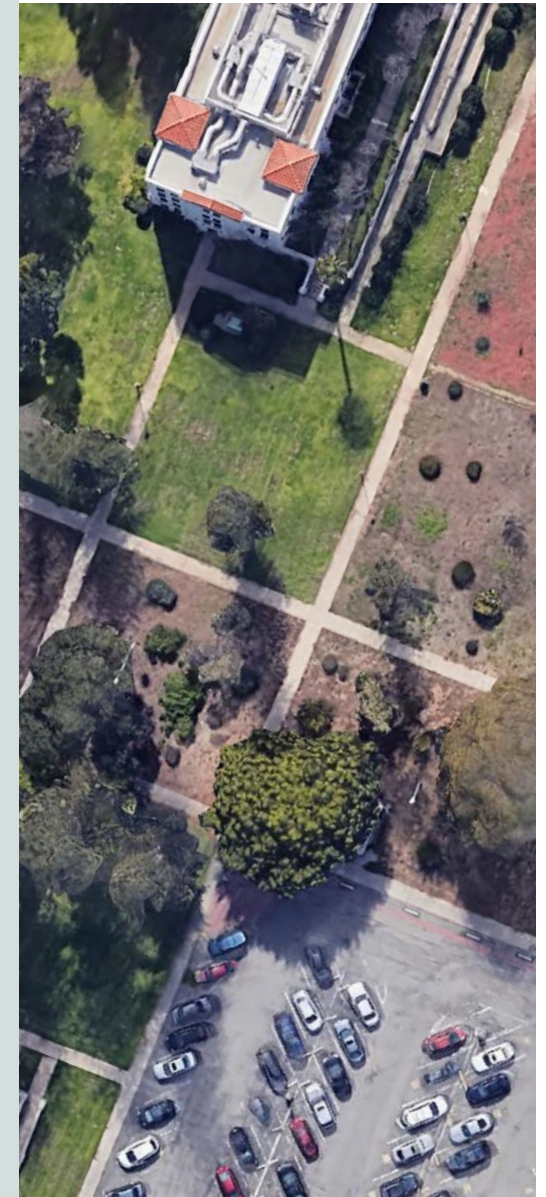
**Aging transportation infrastructure**  
(streets, sidewalks, parking)

## LEGISLATIVE NEEDS

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**West LA VA Campus  
Improvement Act 2.0**

**Appropriations  
for extraordinary  
capital needs**



# CONTROVERSIES



## JUDGE CARTER LAWSUIT

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1,800 permanent supportive homes plus 750 temporary units

Closing UCLA Stadium and Brentwood Academy Sports Fields

Tiny homes and modular

## TOWN CENTER

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Allowable uses

Veteran residents' preferences



# 2025 ROADMAP



## CONSTRUCTION

273 units underway  
(268 completed in 2024)

## LEASE UP

268 homes (early 2024) +  
236 homes (mid/late 2024)

## AHSC/IIG IMPROVEMENTS

Complete connectivity  
improvements

## ONGOING PREDEVELOPMENT

Veterans Plaza  
Phase 2 area

## GROUNDBREAKINGS

2 to 3 projects anticipated

## FUNDRAISING

Veterans  
Promise Campaign

## ADVOCACY

Campus  
Improvement Act 2.0

## BACKBONE IMPLEMENTATION

The Veterans  
Collective

## NAMING

Let's get to  
work together!





# THANK YOU



THOMAS SAFRAN  
& ASSOCIATES



@VETERANSCLLCTIV



/THEVETERANSCollective



WLAVC.ORG

