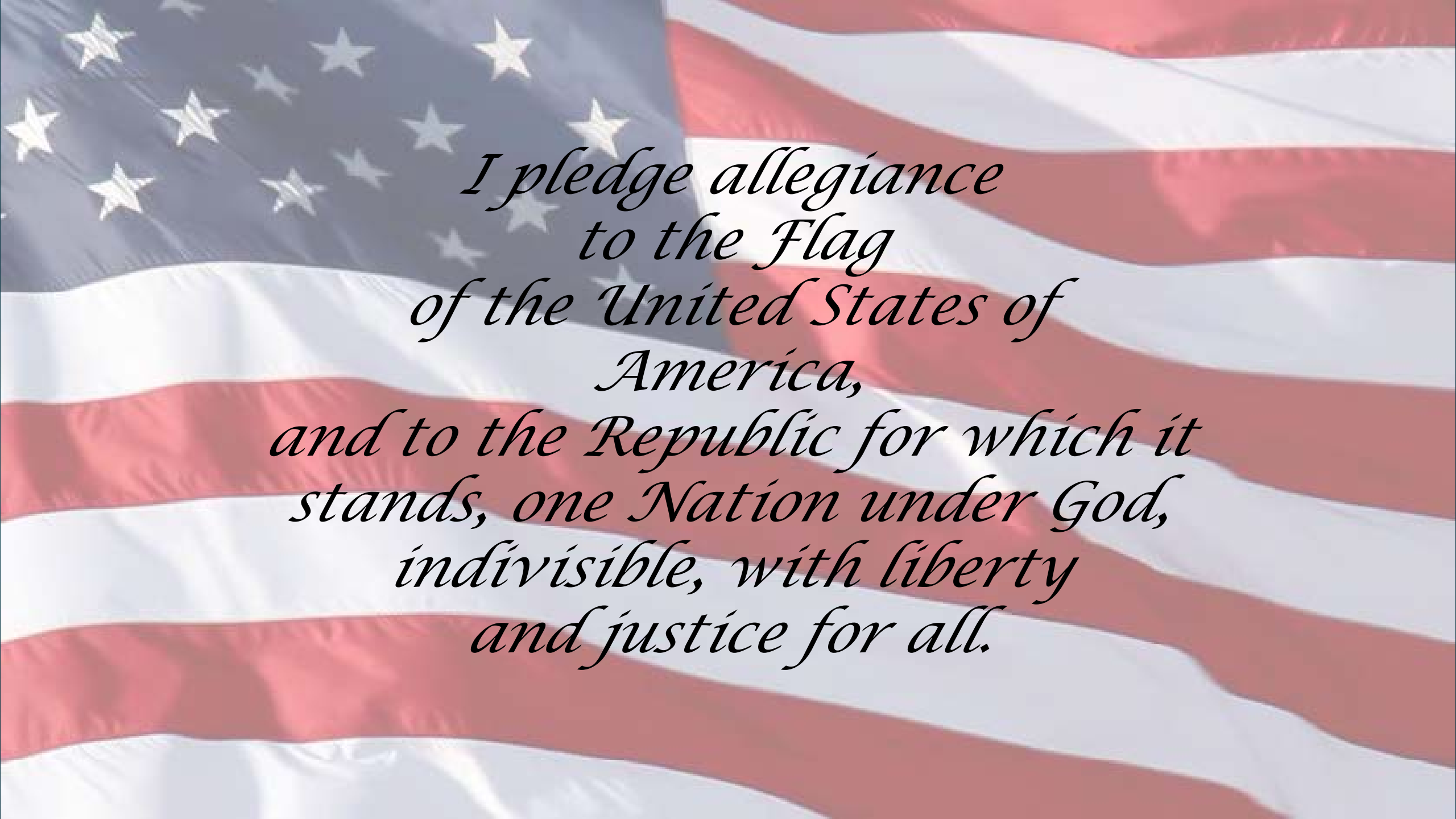


21st Veterans and Community Oversight and Engagement Board (Day 1)

WELCOME

The background of the image is a close-up, slightly blurred view of the American flag, showing the stars and stripes in a wavy pattern. The text is centered over the flag.

*I pledge allegiance
to the Flag
of the United States of
America,
and to the Republic for which it
stands, one Nation under God,
indivisible, with liberty
and justice for all.*

21st VCOEB

Rules of Engagement

- ▶ To the greatest extent possible please hold all questions until the presentations are complete.
- ▶ The Chair will ask for questions and/or comments throughout the meeting.
- ▶ Turn your name card on its end to signify to the Chair your desire to provide comment or ask a question.
- ▶ Allow DFO/VCOEB Chair to yield the floor to you prior to speaking
- ▶ Please help our minute takers and identify yourself prior to speaking
- ▶ Allow the DFO support team to provide a microphone to you prior to speaking (This meeting is being broadcast via WebEx)
- ▶ **Note: This meeting is being recorded.**

21st Veterans and Community Oversight and Engagement Board Join via WEBEX (Thursday, September 28, 2023)

Join From Meeting Link

<https://veteransaffairs.webex.com/veteransaffairs/j.php?MTID=ma782a155d0ec78e0599f8acb932cd7>

Join by Meeting Number

Meeting number (access code): 2762 163 7715

*Meeting password: sdRppp3P*65*

Join by video system:

Dial [27621637715@veteransaffairs.webex.com](tel:27621637715)

You can also dial 207.182.190.20 and enter your meeting number.

Join by phone:

14043971596 USA Toll Number

Access code: 276 216 37715

Need help? Go to <https://help.webex.com>.



Lt GEN (R) John D. Hopper Jr.

CHAIR

VETERANS AND COMMUNITY OVERSIGHT AND ENGAGEMENT BOARD



Mr. Philip Mangano

VICE CHAIR

VETERANS AND COMMUNITY OVERSIGHT AND ENGAGEMENT BOARD



The Honorable Denis McDonough

SECRETARY OF VETERANS AFFAIRS



The Honorable Tanya Bradsher

DEPUTY SECRETARY OF VETERANS AFFAIRS



Mr. John Boerstler

CHIEF VETERANS EXPERIENCE OFFICER



Dr. Keith Harris

SENIOR EXECUTIVE HOMELESSNESS AGENT (GREATER LOS ANGELES)

OFFICE OF THE SECRETARY



Mr. Robert Merchant

MEDICAL CENTER DIRECTOR,
VA GREATER LOS ANGELES HEALTHCARE SYSTEM



Mr. John Boerstler

CHIEF VETERANS EXPERIENCE OFFICER

VETERANS EXPERIENCE OFFICE

VA Customer Experience

By deeply understanding our Veterans, VEO designs with and for our community to enable VA to deliver exceptional products and services.

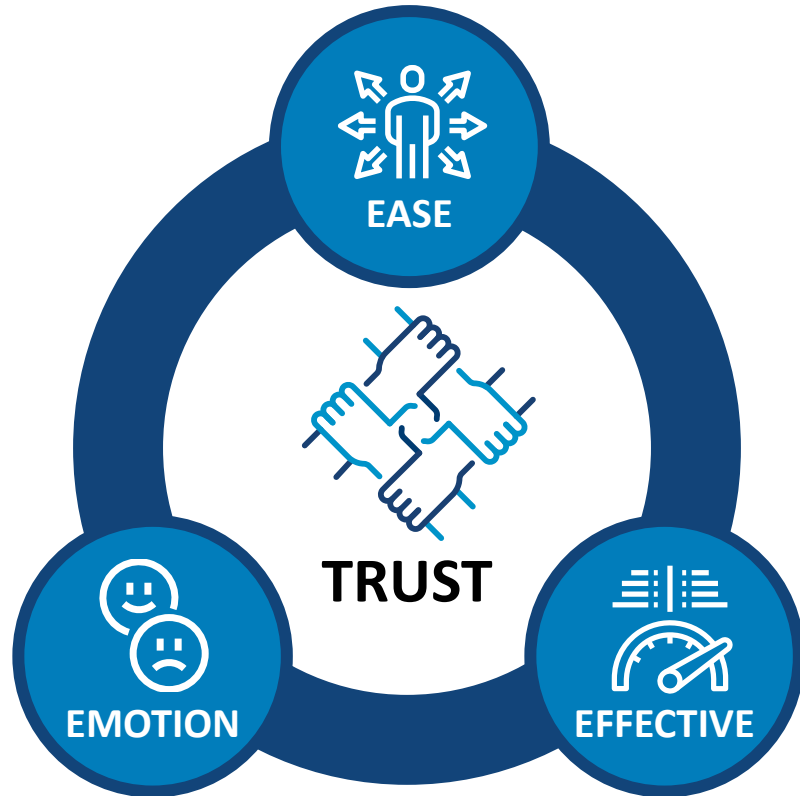
August 2023

VA



U.S. Department of Veterans Affairs
Veterans Experience Office

What is Customer Experience (CX)?



VA defines CX* as the product of interactions between an organization and a customer over the duration of their relationship. VA measures these interactions through:

- **Ease.** VA will make access to VA care, benefits and memorial services smooth and easy.
- **Effectiveness.** VA will deliver care, benefits and memorial services to the customer's satisfaction.
- **Emotion / Empathy.** VA will deliver care, benefits and memorial services in a manner that makes customers feel honored and valued in their interactions with VA.

The combination of these factors impact the **overall trust** the customer has in VA. Learn more by reading the **VA Trust Report**, available on [VA.gov/Trust](https://www.va.gov/Trust).

**38 C.F.R. § 0.603 Customer Experience Principles*

Veterans Experience Office (VEO) Mission and Vision



OUR MISSION

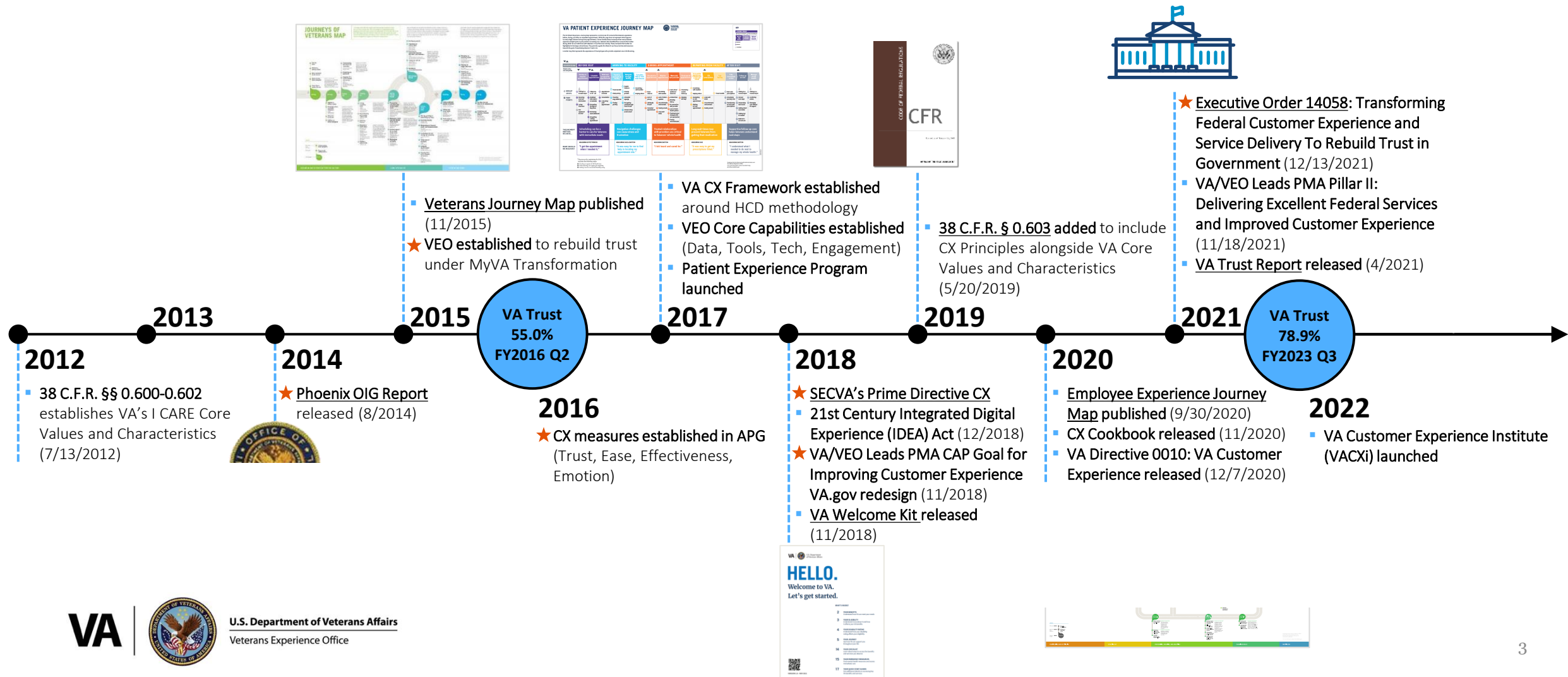


OUR VISION

To be the **best CX organization in Government and industry**, validated by **90% customers trusting VA**.

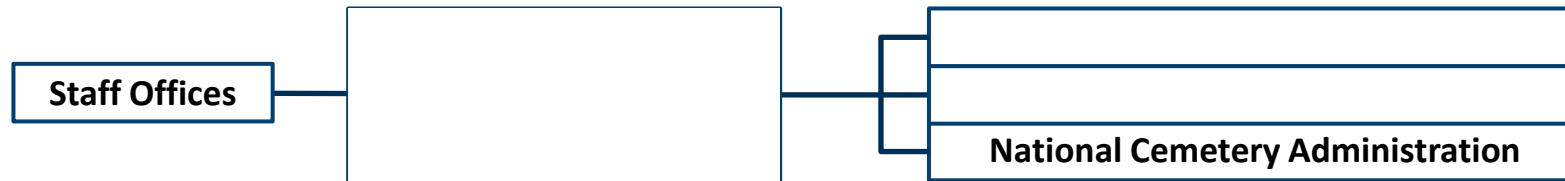
VA's CX Journey Line

Through transformational leadership and dedicated employees, VA committed itself to core values, characteristics and principles that define the organization and how it serves Veterans, their families, caregivers and survivors.



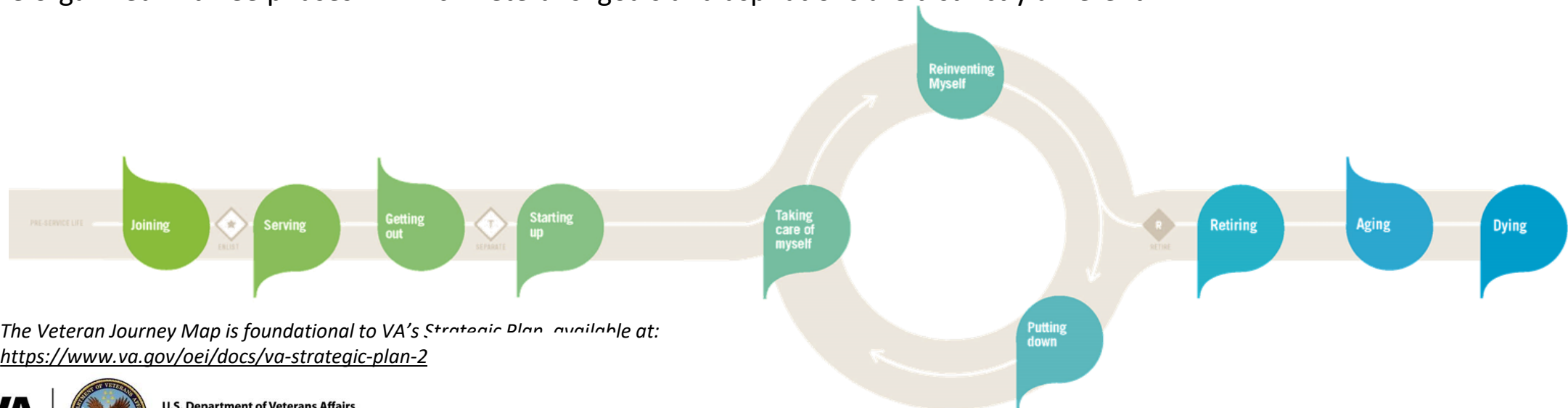
Driving the Delivery of VA Services from the Veteran's Perspective

VA from a VA Perspective



VA from a Veterans Perspective

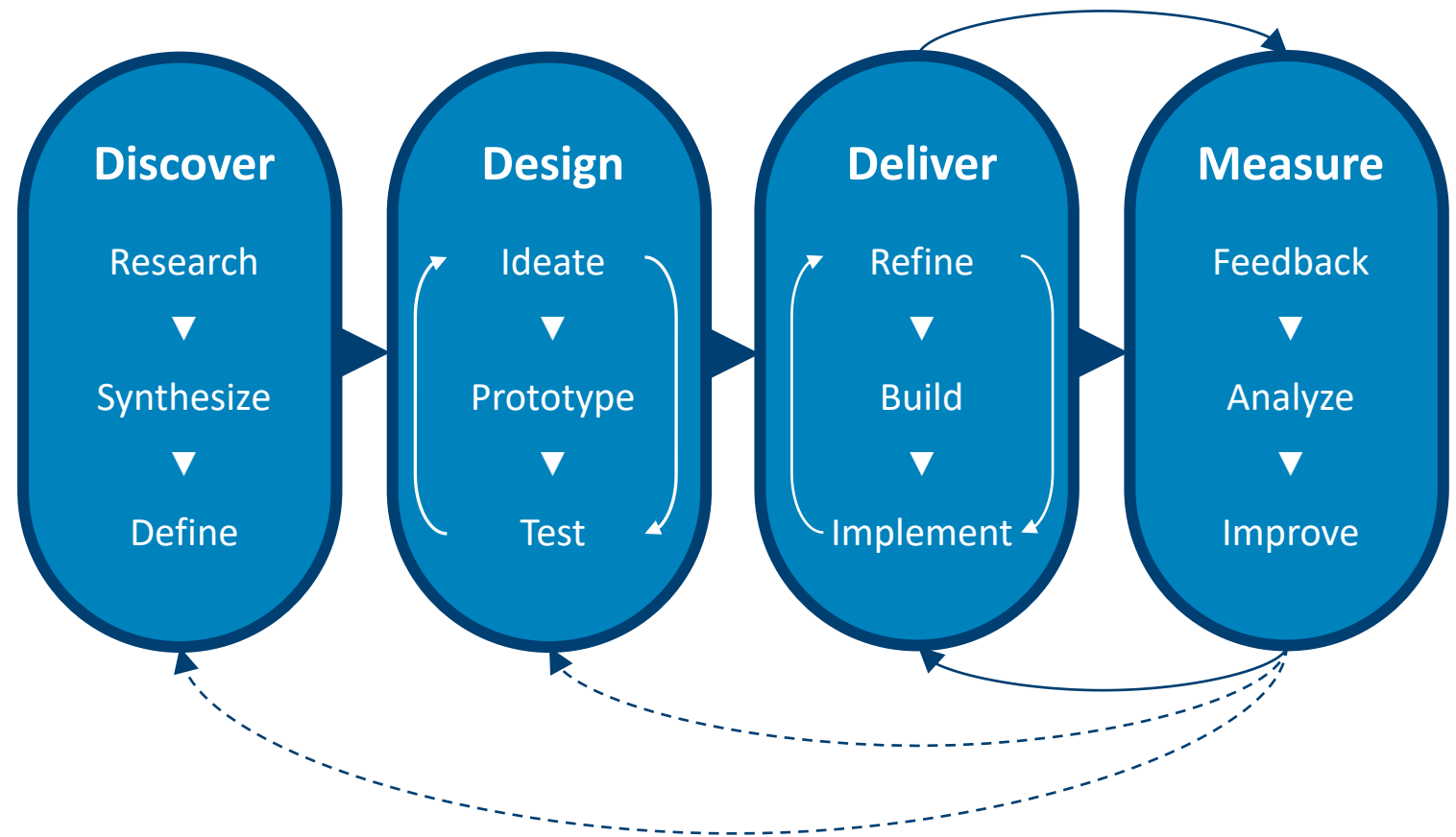
The Journeys of Veterans Map* covers ten life stages any Veteran may encounter, from pre-service to end of life. These life stages are organized in three phases in which Veterans' goals and aspirations are distinctly different.



* The Veteran Journey Map is foundational to VA's Strategic Plan, available at: <https://www.va.gov/oei/docs/va-strategic-plan-2>

Veteran at the Center Framework: Human-Centered Design (HCD)

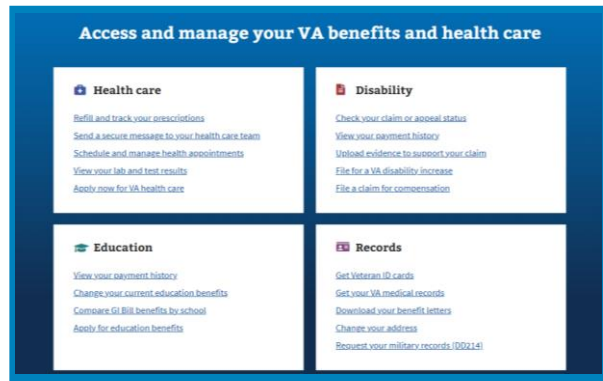
Through HCD methodology we are able to better understand the moments that matter to Veterans, their families, caregivers and survivors and identify bright spots or pain points in the experience journey.



HCD in Action: VA's Digital & Telephonic Front Door

VA.gov

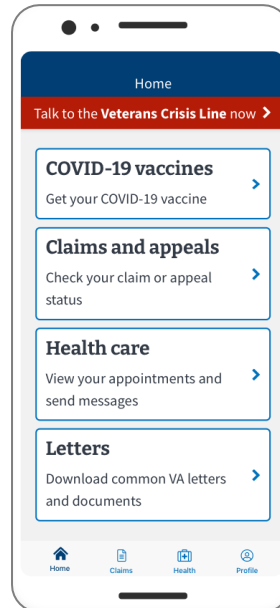
Redesigned and launched in November 2018 to be Veteran-focused, customer satisfaction with the site **increased 23%** and **average monthly total users increased by 221%**.



- Top transactions up front
- Global navigation with benefit hubs
- Global account, help and search utilities
- Top user tasks
- Benefits index

VA Mobile Application

Launched in July 2021, the app has been downloaded nearly 2 million times, with a **4.8/5 ★** rating in the App Store and **4.6/5 ★** in Google Play.



Features include:

- View/cancel appointments
- Update your profile
- Check claims and appeals status
- Message securely
- Biometric log-in
- Locate facilities
- Access Veterans Crisis Line

1-800-MyVA411

Easy-to-remember, 1-stop shop number to connect Veterans, their families, caregivers and survivors with all parts of VA and 24/7 live agents.



Through MyVA411, **VEO's Contact Center answers 3M calls annually** – with average speed to answer 31 seconds.

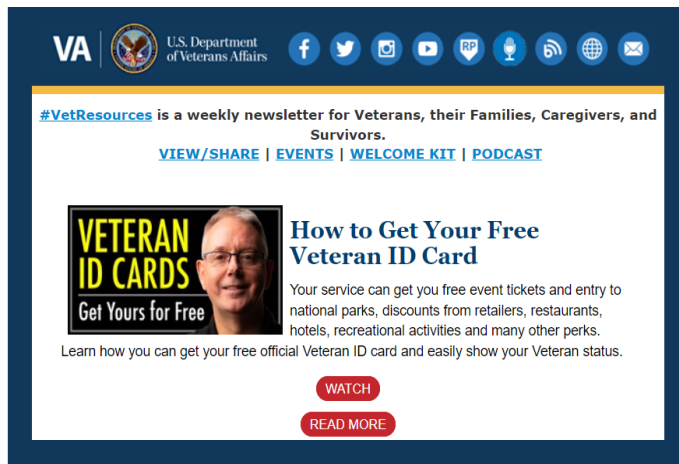
HCD in Action: Customer Communications

Through easy-to-read products and resources designed for customers, VA is improving transparency and access to resources.

#VetResources Newsletter

VEO's weekly newsletter sent to 12.9M+ subscribers highlighting VA and non-VA resources for Veterans, their families, caregivers and survivors.

- 1.9 billion+ emails sent
- 500M+ opens
- 90M+ clicks to resources
- 8M+ clicks to VA.gov resources

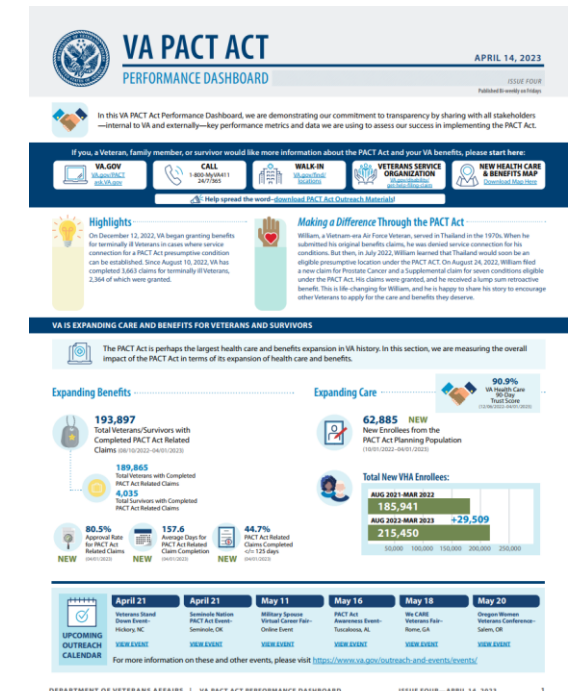


Reports/Dashboards

The **VA Trust Report**, launched May 2021, highlights overall trust in the Department quarterly, as well as operational data points, customer feedback and significant VA events.

The **PACT Act Performance Dashboard**, published bi-weekly, provides information such as:

- The number of Veterans who:
 - ✓ Applied for PACT Act-related benefits
 - ✓ Received toxic exposure screenings and the percentage of those Veterans who have concerns about exposure
 - ✓ Enrolled in VA health care since August 10, 2022
- A Veteran story about the impact of PACT Act
- Upcoming PACT Act-related care and benefits events



HCD in Action: PACT Act

Front Doors for Up-to-Date Information:



Visit VA.gov/PACT



Download the VA Health and Benefits App



Call 1-800-MyVA411 (1-800-698-2411)

Tools:

- **PACT FAQs** in 13 languages *available at:*
news.va.gov/109115/spread-word-pact-act-health-care-eligibility/
- **Customer touch-point map**, for use as a roadmap for customers to apply for VA benefits under the PACT Act *available at:*
news.va.gov/116593/accessing-toxic-exposure-health-care-benefits/

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ACCESSING NEW TOXIC EXPOSURE HEALTH CARE AND BENEFITS

The PACT Act expands VA health care and benefits for Veterans exposed to toxic substances.

LIKELY IMPACTED:

- VIETNAM ERA
- GULF WAR ERA
- POST-9/11 ERA
- SURVIVORS

START HERE:

VA.GOV
va.gov/PACT
va.gov

CALL
 1-800-MYVA411
 247/365

WALK-IN
[va.gov/find-locations](https://www.va.gov/find-locations/)

VETERANS SERVICE ORGANIZATION
[va.gov/vsoorg/get-help-filing-claim/](https://www.vso.org/get-help-filing-claim/)

APPLY FOR VA COMPENSATION BENEFITS

Veterans should apply for PACT Act related claims if previously denied, 20+ more presumptive conditions for burn pits, Agent Orange, and other toxic exposures have been added.

SUBMIT A DISABILITY CLAIM

- Online or Print and Mail
va.gov/disability/how-to-file-claim
- Get Legal Help from a Veterans Service Organization
va.gov/disability/get-help-filing-claim/
- Meet with a Benefits Specialist
benefits.va.com/VAGSA

File a Claim

VA Gathers Evidence

May Need More Evidence

Possible Exams with Veteran

DECISION

You may request a decision review or appeal the decision
va.gov/decision-review

SPECIALTY REFERRALS

Your provider may refer you for more assessments, exposure registry exams, or provide resources to file a disability claim.

ARE YOU ENROLLED IN VA HEALTH CARE?

VA health care and eligibility has expanded for Veterans with toxic exposures and Veterans of the Vietnam, Gulf War, and Post-9/11 eras.

SUBMIT A HEALTH BENEFITS APPLICATION

va.gov/health-care/how-to-apply

Apply

DECISION

GET YOUR TOXIC EXPOSURE SCREENING

Toxic exposure screenings will be given during your VA health appointments.

SET-UP APPOINTMENT

EXPOSURE REGISTRIES

publichealth.va.gov/exposures

AGENT ORANGE

BURN PIT

URANIUM

GULF WAR

TOXIC FRAGMENTS

Exposure registries are based on health exams for each cited environmental exposure. VA's health registry evaluation is a free, voluntary medical assessment for Veterans who may have been exposed to certain environmental hazards, and registry data helps VA understand (and respond to) environmental health problems more effectively. Adding your information to these registries does not create a compensation disability claim.

DISABILITY CLAIM PROCESS
VA HEALTH CARE ENROLLMENT PROCESS
SCREENING AND PRIMARY/SPECIALTY CARE EXPERIENCE
EXPLOSIVE REGISTRIES

Download the VA Welcome Kit va.gov/welcome-kit/

Subscribe to #WeReResources va.gov/weareresources/

Veterans Crisis Line: Dial 988 & press 1 or Text 838255

or Chat at www.veteranscrisisline.net/get-help-now/chat/

The one number to reach VA: 1-800-MYVA411

VA

U.S. Department of Veterans Affairs



U.S. Department of Veterans Affairs
Veterans Experience Office

HCD in Action: VA Mission Statement

Discovery

VEO conducted 28 1-hour virtual workshops with 139 volunteers participating (83 Veterans and caregivers, 29 external partners, 28 VA employees) to capture insights into the values/qualities identified by Veterans and their supporters as important in their VA relationship.

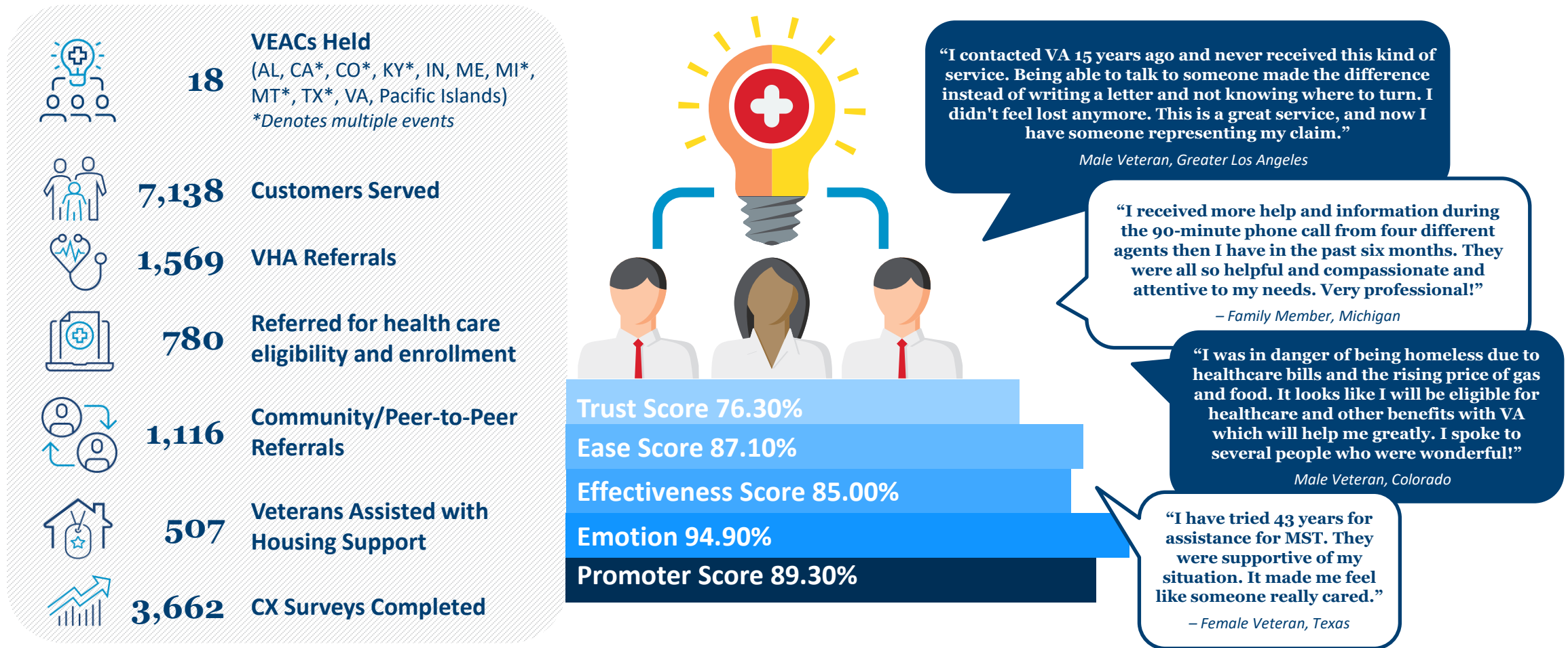


Design/Deliver

- February-March 2022: VEO surveyed Veterans and employees on 4 early versions of possible new mission statements (22K+ responses)
- October-November 2022: VEO surveyed Veterans and employees on 3 final versions of mission statement options (7K+ responses)
- The new version of VA's mission statement was chosen over the current version by every age group; by men and by women; by LGBTQ+ Veterans; and by white, Black/African American, Hispanic/Latino, Asian and American Indian/Alaska Native Veterans.
- March 2023: New VA mission statement announced
 - *To fulfill President Lincoln's promise to care for those who have served in our Nation's military and for their families, caregivers, and survivors.*

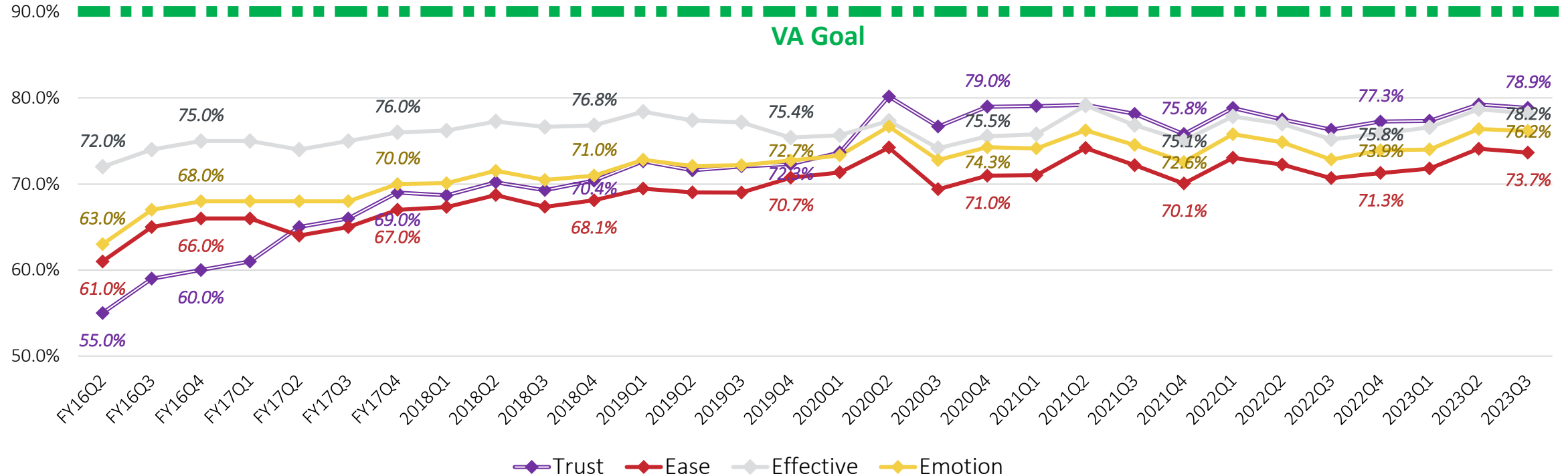
HCD in Action: Veteran Experience Action Centers (VEACs)

VEACs serve as a 1-stop shop for all VA benefits and services questions.



VA-Wide Trust Survey Results Since FY 2016 Q2*

Since the inception of the VA-Wide Trust Survey, Veteran Trust, Ease, Effectiveness and Emotion have all risen.



Trust	Ease	Effectiveness	Emotion
23.9%↑	12.7%↑	6.2%↑	13.2%↑
"I trust VA to fulfill our country's commitment to Veterans."	"It was easy to get the care or service I needed."	"I got the care or service I needed."	"I felt like a valued customer."

* VA-wide trust data is released quarterly on the VA Trust Report, available at [VA.gov/Trust](https://www.va.gov/Trust).



U.S. Department of Veterans Affairs
Veterans Experience Office

Resources and References

REFERENCES

- **38 C.F.R. §§ 0.600-0.603, Core Values, Characteristics, and Customer Experience Principles of the Department:** <https://www.govinfo.gov/content/pkg/CFR-2019-title38-vol1/pdf/CFR-2019-title38-vol1-part0-subpartA.pdf>
- **Employee Experience Journey Map:** <https://www.blogs.va.gov/VAntage/82394/va-creates-governments-first-ever-employee-experience-journeymap/>
- **Executive Order 14058 - Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government:** <https://www.govinfo.gov/content/pkg/FR-2021-12-16/pdf/2021-27380.pdf>
- **OMB A-11 Circular Section 280 – Managing Customer Experience and Improving Service Delivery:** <https://www.performance.gov/cx/assets/files/a11-280.pdf>
- **President’s Management Agenda:** <https://www.performance.gov/pma/>
- **SECVA CX Policy (August 22, 2018):** <https://vaww.insider.va.gov/wp-content/uploads/2018/08/Customer-Service-Policy-Statement-SECVA-Signed.pdf>
- **VA APG:** <https://www.performance.gov/agencies/VA/apg/goal-2/>
- **VA Community Playbook:** <https://department.va.gov/veterans-experience/wp-content/uploads/sites/2/2022/10/va-community-playbook.pdf>
- **VA Customer Experience Institute:** <https://www.VA.gov/VE/VACXi>
- **VA Directive 0010: VA Customer Experience:** https://vaww.va.gov/vapubs/viewPublication.asp?Pub_ID=1217&FType=2
- **VA FY 2023 Budget Submission:** <https://www.va.gov/budget/docs/summary/fy2023-va-budget-volume-iii-burial-and-benefits-programs-and-departmental-administration.pdf>
- **VA Strategic Plan:** <https://www.va.gov/oei/docs/va-strategic-plan-2022-2028.pdf>
- **VA Trust Report:** <https://www.va.gov/trust>
- **Veterans Journey Map:** <https://www.blogs.va.gov/VAntage/wp-content/uploads/2020/02/Veteran-Journey-Map.pdf>

RESOURCES

- **VA CX Accomplishments Report:** <https://department.va.gov/veterans-experience/wp-content/uploads/sites/2/2023/04/VEO-FY2022-Report-V4.24.2023-0830hrs.pdf>
- **VA CX Cookbook:** <https://www.va.gov/ve/docs/cx/customer-experience-cookbook.pdf>
- **VA Welcome Kit and Quick Start Guides:** <https://www.va.gov/welcome-kit/>
- **VEO:** <https://www.VA.gov/VE/>
- **VEO Catalog of Services:** <https://www.va.gov/ve/docs/cx/customer-experience-capabilities.pdf>
- **VEO SharePoint Site (for VA only):** <https://dva.gov.sharepoint.com/sites/VACOVEO/>
- **#VetResources Newsletter Sign up:** <https://www.va.gov/VetResources>
- **Virtual Events for Veterans, their Families, Caregivers and Survivors:** <https://www.va.gov/outreach-and-events/events/>

BACK UP

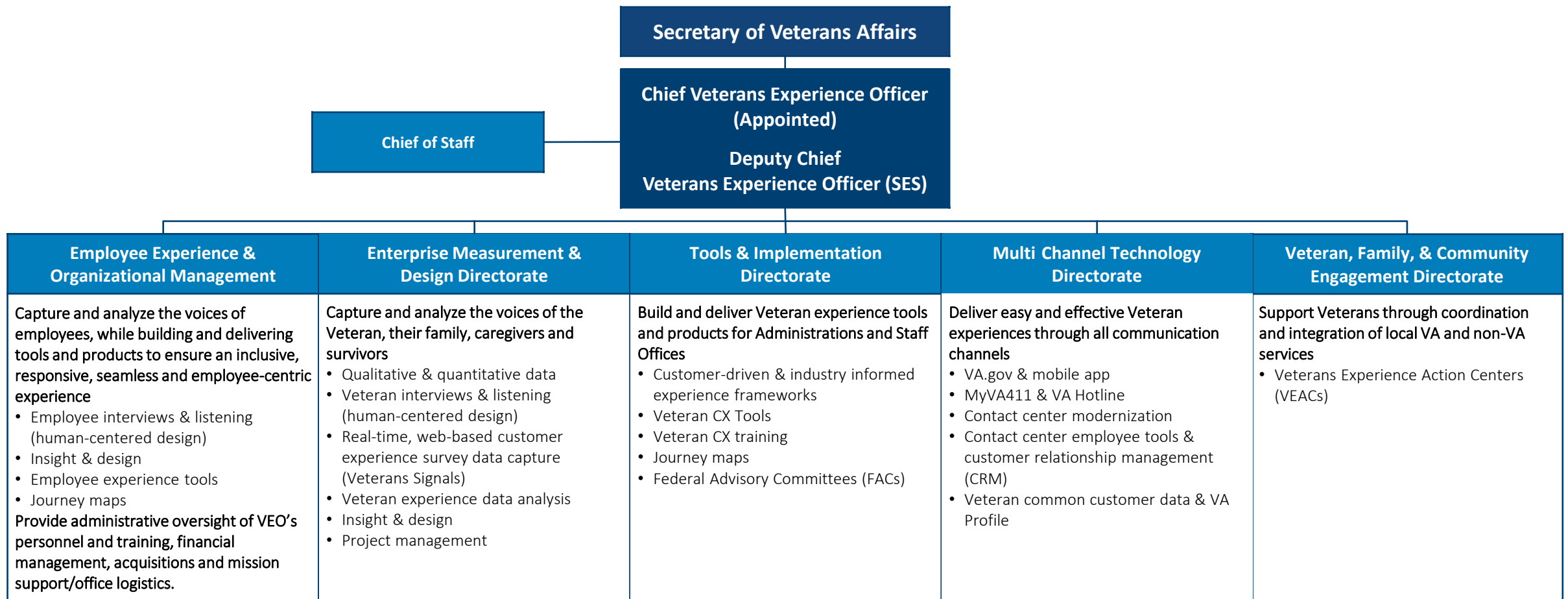
VA



U.S. Department of Veterans Affairs
Veterans Experience Office

VEO Structure

VEO was established in 2015 with VA's Chief Veterans Experience Officer reporting directly to the Secretary and is structured around its four core capabilities of DATA, TOOLS, TECHNOLOGY and ENGAGEMENT.



CX Drivers

VA through VEO is **hardwiring CX as a core capability to provide the best experiences** in delivery of care, benefits and memorial services to Veterans, Service members, their families, caregivers and survivors.



Congress

- **Trust in Public Service (TIPS) Act** (introduced May 2021)
- **Federal Agency Customer Experience (FACE) Act of 2021** (introduced March 2021)
- **21st Century Integrated Digital Experience (IDEA) Act** (signed into law December 2018)



White House

- **EO 14058: Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government** (December 2021)
- **President's Management Agenda (PMA) Priority 2: Delivering excellent, equitable, and secure Federal services and customer experience** (November 2021)
- **OMB A-11 Circular, § 280: Managing Customer Experience and Improving Service Delivery** (May 2018)



VA

- **VA CX Agency Priority Goals (APGs)** (2015-present)
- **VA Strategic Plan** (2016-present)
- **VA Directive 0010: VA Customer Experience** (December 2020)
- **38 C.F.R. § 0.603 CX Principles** (May 2019)
- **CX Performance Elements in all SES plans** (October 2018)
- **Veterans Experience Office** (established January 2015)

CX Driver: Executive Order 14058

“ *Government must be held accountable for designing and delivering services with a focus on the actual experience of the people whom it is meant to serve.*

“ *...the Federal Government's management of its customer experience and service delivery should be driven fundamentally by the voice of the customer through human-centered design methodologies; empirical customer research; an understanding of behavioral science and user testing...*

– Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government

VA CX Strategy

Pursuant to **VA Directive 0010: VA Customer Experience**, VA is strategically institutionalizing CX goals in policy and operational decision-making to deliver exceptional customer experiences along **3 key pillars**:



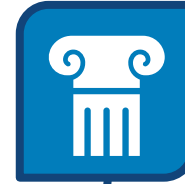
CX Core Capabilities

Drives improvements to individual service recovery and systems performance improvement using industry best practices and CX insights (HCD, CX data)



Governance

Hardwires CX data and insights into VA strategy, decision-making and management

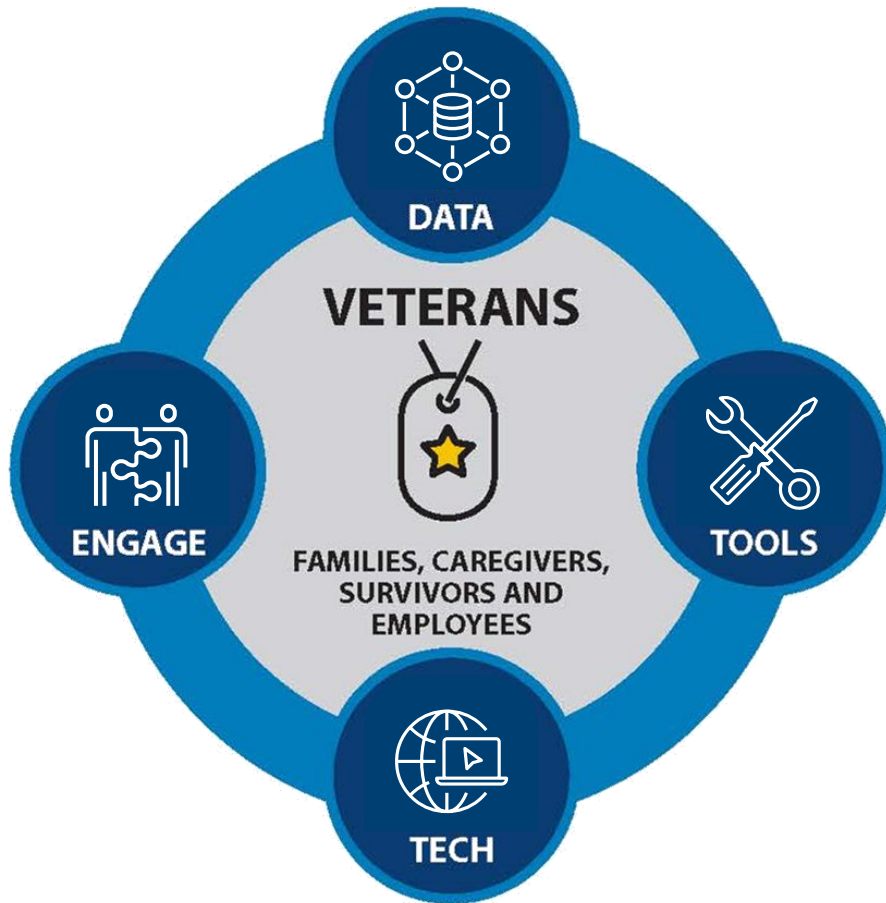


Accountability

Infuses CX into performance metrics, budget strategy, policy and operations

VA CX Core Capabilities

Modeling after the private sector, VA is implementing CX with four core capabilities: **DATA, TOOLS, TECHNOLOGY** and **ENGAGEMENT***.



Capture and analyze the voices of Veterans, their families, caregivers and survivors

HCD Research | Veterans Signals (VSignals) Surveys | Employee Signals (ESignals) Surveys | Community Signals (CSignals) Surveys | CX Data Analytics | VA Trust Score | VA Trust Report | PACT Act Dashboard



Build and deliver tangible CX tools and products across VA

VA Welcome Kit & Quick Start Guides | Own the Moment Training | I CARE Training | WECARE Rounding | VA Customer Experience Institute (VACXi) – HCD Training and PX University | Red Coat Ambassador Program | Inpatient Solutions | CX Consultations | EX Solutions



Deliver easy and effective Veteran experiences through all communication channels

1-800-MyVA411 & VEO Contact Center | VA Profile | Contact Center Modernization | Digital Modernization (VA.gov & VA Mobile App) | Unified Customer Relationship Management | Patient Advocate Tracking System-Replacement (PATS-R)



Drive customer communications and connect with local public / private services in a coordinated support network for Veterans, their families, caregivers and survivors

Veterans Experience Action Centers (VEACs) | #VetResources Newsletter | #VetResources Community Network (VRCN) | Community Veteran Engagement Boards (CVEBs) | Federal Advisory Committees

**See VEO's Catalog of Services for a full listing of project types VEO can support*
<https://www.va.gov/ve/docs/cx/customer-experience-capabilities.pdf>

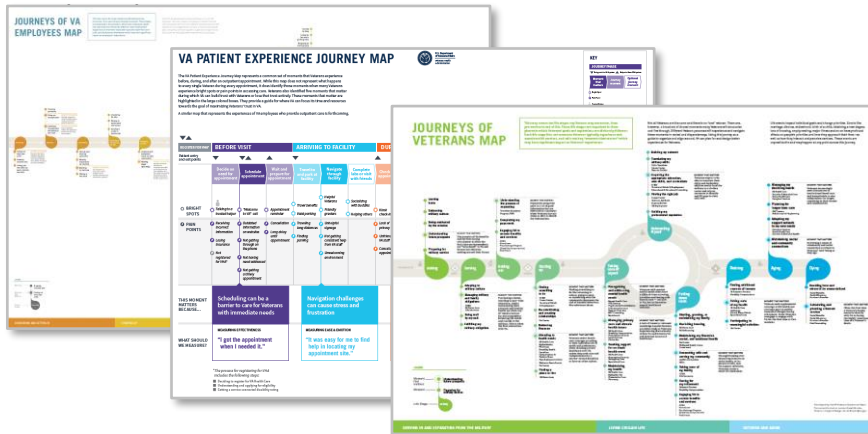
CX Data



Qualitative

HCD enables VEO to gather insights directly from Veterans, Service members, their families, caregivers, survivors and employees to identify the moments that matter, pain points and bright spots that may not naturally appear on traditional operational dashboard

- VEO created more than 70 unique journey maps and insight reports that are used to prototype and ultimately deploy tangible CX tools



Quantitative

The Veterans Signals (VSignals) survey platform **collects and analyzes CX data and insights in real-time** to inform service recovery and performance improvement efforts across VHA, VBA, NCA and the Board.

- Monitor Veteran insights identified as **priorities of Administrations and Staff Offices** with access to descriptive, predictive and prescriptive analytics
- **Measure CX metrics** (ease, effectiveness, emotion, trust) at the service level and compare across business lines
- **Live Feed:** Review Veteran insights within seconds of a survey or any digital insight submission
- **Intelligent Search:** Search insights data to monitor priorities, compliments, concerns and recommendations; data by location, age, gender and time frame, utilizing predictive analytics to identify emerging topics
- **Social Media Scraping** on VA digital accounts
- Monitor conversations to detect or predict **emerging topics**, especially before topics Veterans discuss intensify



178
UNIQUE
SURVEYS

77.5 MILLION
SURVEYS SENT

12.4 MILLION
RESPONSES

16.1%
RESPONSE
RATE

4.1 MILLION
FREE-TEXT
COMMENTS

Data current as of 7/28/23



U.S. Department of Veterans Affairs
Veterans Experience Office

VA's Customer Experience Institute (VACXi)

Expanding CX across VA through a platform to share insights learned on what customers need, provide resources to enable a more human-centered approach and co-design and problem solve together with our VA community.



Goals

- **Create a community** of CX champions and practitioners across VA
- **Provide a platform** that fosters connection and collaboration across VA and with other Agencies in support of improving CX across Government
- **Develop CX skills and practices** within our VA colleagues through HCD; helping to create a stronger, more innovative workforce



Guiding Principles

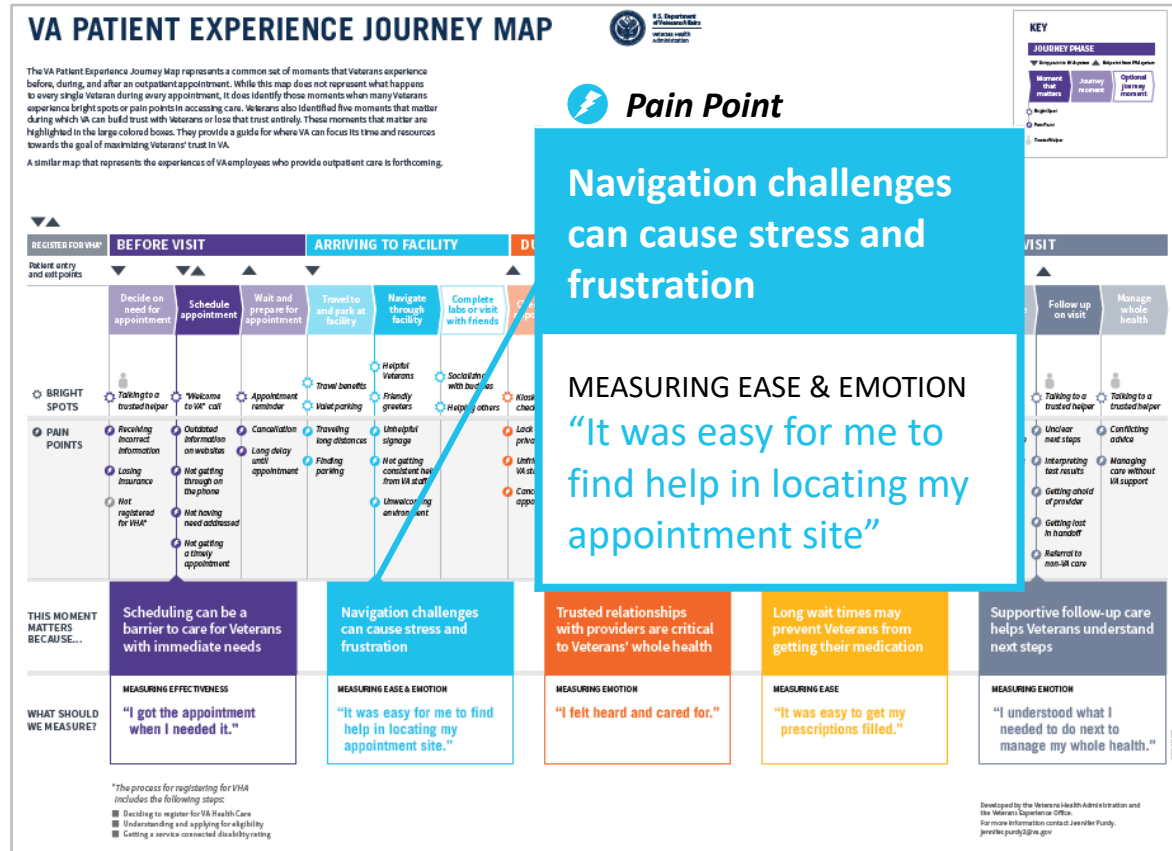
- **Orient Veterans to the world of VA** through products and services that set expectations, provide clear steps and the right information at the right time.
- **Empower Veteran self-advocacy** with products and services that enable a Veteran-first mindset above the system and using plain language.
- **Personalize the Veteran's experience** through services and programs that ask and listen, as well as are courteous and respectful.
- **Unify the VA experience** with services and programs that provide a continuous experience and a consistent brand expression.



Current Training Offerings

- **CX Foundations for Leaders** is an introductory course for leaders to gain a high-level understanding of CX, how it is used in VA and how to enable a customer-focused culture that thrives.
- **HCD 101** provides an overview of HCD methodology, examples of how it is used in VA and practical approaches for use.
- **HCD for Patient Experience** is a patient-focused overview of HCD processes, mindsets, outcomes and interviewing skills.
- **Own the Moment** employs HCD principles and modeling HCD best practices. This module reinforces and builds on HCD 101 on how VA employees deliver CX.

HCD in Action: Red Coat Ambassador Program



Discover

- » In-person qualitative feedback sessions at VA facilities
- » Borrowed from an individual VA facility's best practice

Design & Implement

- » Volunteers across VA health care facilities wear red coats to greet and assist Veterans with wayfinding services, and information about services and programs

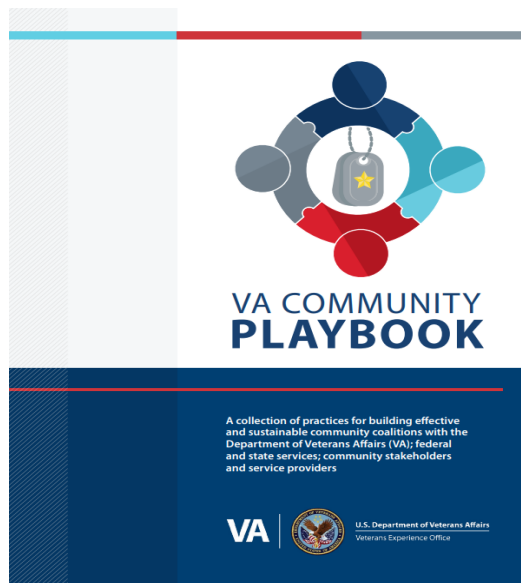
Respond & Improve

- » Deployed at VHA sites nationwide
- » Ease of navigation between FY 2018-19: **4%↑**

HCD in Action: VA's Front Door for Community Engagement

VEO conducted research to understand VA's current community engagement practices and needs from Community Veteran Engagement Boards (CVEBs). Themes identified from CVEBs included the need for assistance filling information gaps and providing a framework to know how to with VA.

In response to those insights VEO released the VA Community Playbook in October 2022, followed by the #VetResources Community Network (VRCN) Community of Practice in November 2022. There are currently 400 VRCN members and with 300+ consultation requests received.



The Community Playbook focuses on three overarching strategies to guide readers:



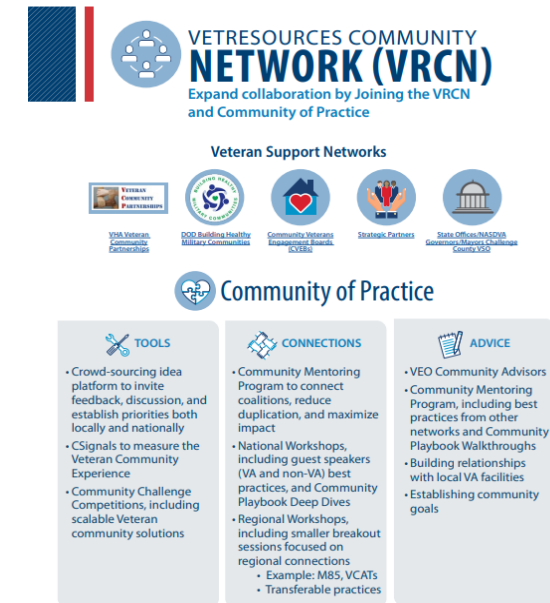
BUILDING
a Veteran
community



EXPANDING
collaboration
with VA



AMPLIFYING
and sustaining
impact



<https://department.va.gov/veterans-experience/wp-content/uploads/sites/2/2022/10/va-community-playbook.pdf>



U.S. Department
of Veterans Affairs



HELLO.

Welcome to VA.

Let's get started.

WHAT'S INSIDE?

2

YOUR BENEFITS
Understand how VA can meet your needs

3

YOUR ELIGIBILITY
Understand more about it and how it affects your VA benefits

4

YOUR DISABILITY RATING
Understand how your disability rating affects your eligibility

5

YOUR JOURNEY
See how VA can support you throughout your life

14

YOUR CHECKLIST
Learn about ways to access the benefits and services you deserve

15

YOUR EMERGENCY RESOURCES
Find mental health resources and access immediate care

17

YOUR QUICK START GUIDES
Get additional details on accessing key VA benefits and services



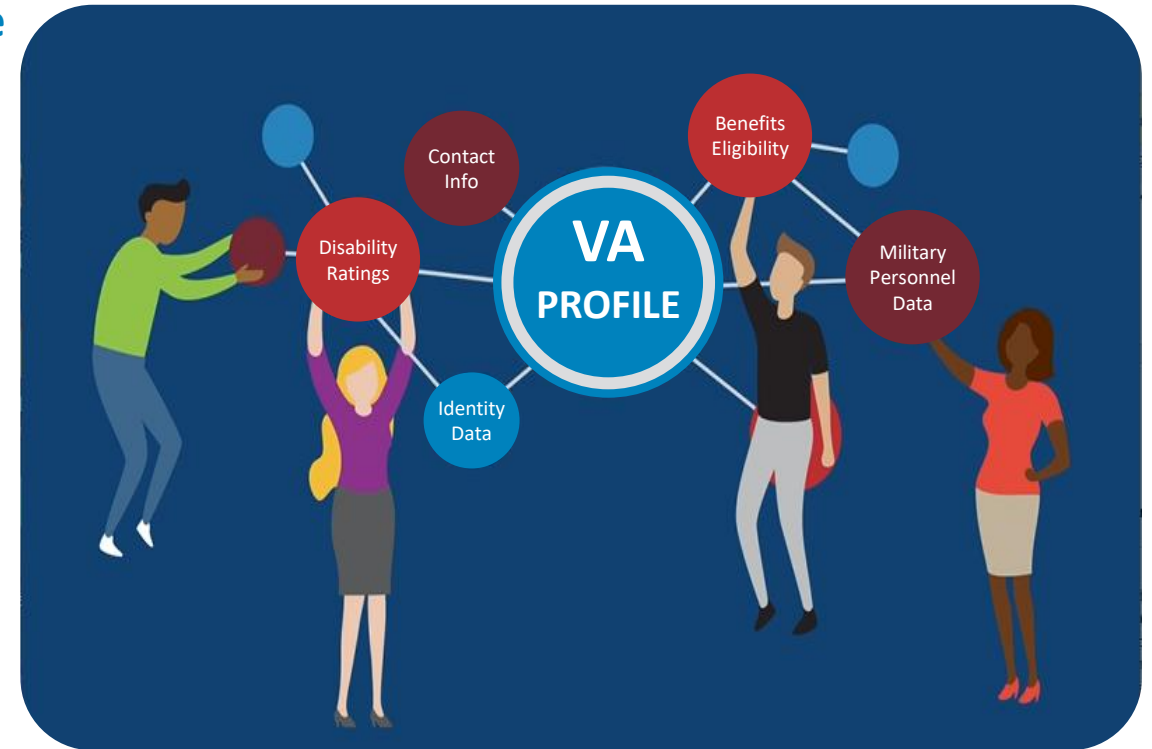
VERSION 3.0 - NOV 2021

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HCD in Action: VA Profile

VEO is the business owner for **VA Profile, the authoritative source for 16M+ Veterans' customer data profiles**. VA Profile **streamlines Veteran interactions** with all VA benefits and services, **empowering Veterans to manage their information** through a simple, personalized experience on VA.gov or VA's Mobile App.

Once signed-in to VA.gov or VA's Mobile App, Veterans can view and update their contact information, even choose how they would like VA to communicate with them. Once submitted, VA Profile synchronizes information across VA systems.

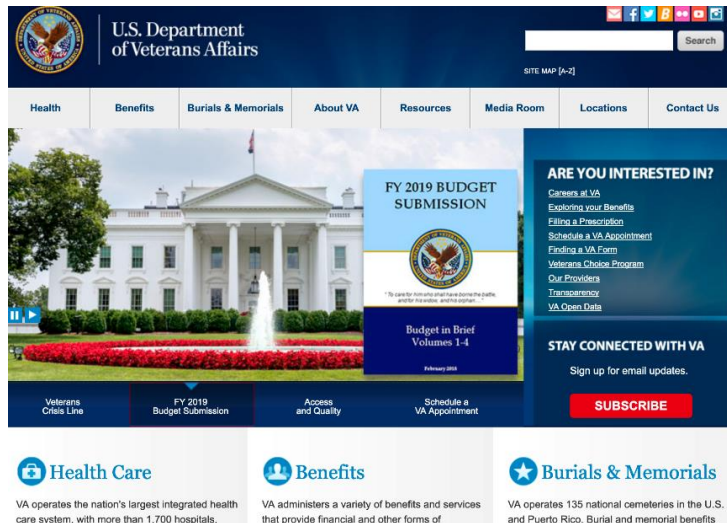


In June 2022, VA **launched an update to enable Veterans to indicate their preferred name and self-identified gender**. This will help employees address customers respectfully and appropriately – ensuring all Veterans feel honored and welcome at VA.

HCD in Action: VA.gov

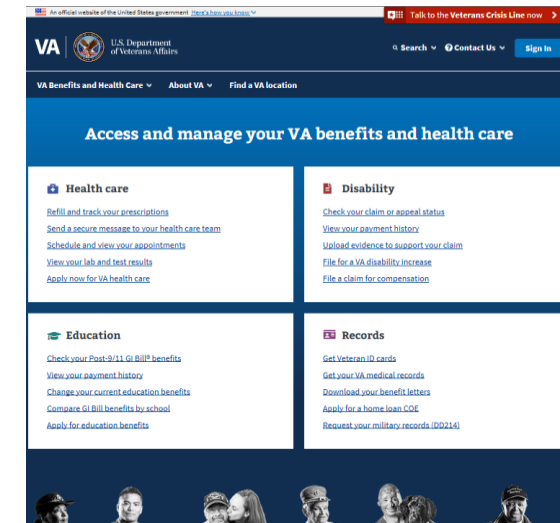
BEFORE Agency focused

- Above-the-fold content focused on agency-level announcements
- Main content sections reflect VA org chart with links to websites about the various offices



AFTER Veteran focused

- Global navigation with benefit hubs
- Global account, help and search utilities
- Top user tasks
- Benefits index



Discover

In-person qualitative feedback sessions at VA facilities and in Veterans' homes
Quantitative survey-based research

Design & Implement

Beta testing – previewed 90 days in advance, with daily changes made based on feedback
Top Veteran interactions with VA are up front
User-friendly language and design
Customized profile

Respond & Improve

Launched November 2018
Average monthly total users: 221%↑
Online health care applications received: 33%↑
Customer satisfaction: 23%↑

CX Drivers: PMA Priority 2 and EO 14058

PMA Priority 2: Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience

SETS CX STRATEGY

Strategy 1: Improve the service design, digital products, and CX management of Federal high Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

Strategy 2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies.

Strategy 3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure CX across the Federal Government.

EO 14058: Transforming Federal Customer Experience and Service Delivery to Rebuilt Trust in Government

URNS STRATEGY TO ACTION

Sec. 4. Agency Actions to Improve CX.

(h) The Secretary of Veterans Affairs shall:

- (i) provide digital services through a single, integrated, and equitable digital platform on VA.gov and the VA mobile app; and
- (ii) provide on-demand customer support through the channels that work best for customers, including personalized online chat with a virtual or live agent.

(n) Joint Agency Actions:

- (i) The Secretary of Veterans Affairs and the Administrator of General Services shall collaborate to provide seamless integration of Login.gov accounts to allow customers to access VA.gov, the VA mobile application, and other customer-facing digital products and to eliminate outdated and duplicate customer sign-in options.

E.O. 14058 in Action: VA CX Projects



Digital Experience

CX Commitment: Provide digital services through a single, integrated, and equitable digital platform on VA.gov and the VA mobile application, as well as provide on-demand customer support through the channels that work best for customers, including personalized online chat with a virtual or live agent.

- **VA.gov:**
 - Expanding VA.gov user personal profile information demographics (i.e., self-identified gender, pronouns, sexual orientation)
 - Piloting appointment check-in for VAMCs
- **VA mobile application:**
 - Creating view of pending health care appointment requests
 - Creating ability to request a health care appointment
- **Login.gov:**
 - Transitioning eBenefits application sign-in page to VA-wide unified sign-in
 - Added Login.gov as a sign-in credential to eBenefits
- **Virtual agent/chatbot:**
 - Authenticated virtual agent/chatbot on “Contact Us” on VA.gov



Transition Experience

CX Commitment: Conduct HCD research to document CX bright spots, pain points and opportunities relating to military-to-civilian transition.

HCD Research: Interviews with transitioning Service members and Veterans to understand the moments that matter most to them in their transition, pain points and bright spots; sprint 1 interviews complete (interviews completed across service branches) and synthesis underway; planning for sprint 2 underway.

Deliverables: Transitioning Service Member Experience Journey Map with associated findings report and personas.



<https://www.performance.gov/cx/projects/transitioning-to-civilian-life>



U.S. Department of Veterans Affairs
Veterans Experience Office

E.O. 14058 in Action: Transition Experience Project

Insights

- **50** recently separated Veterans
- **71** transitioning Service members
- **10** family members
- **69** individuals from VA, DoD, DoL and community SMEs

Framing for collective thinking about customer pain points

- **How might we** provide a transparent transition process that focuses on the future success of the transitioning Service member?
- **How might we** help transitioning Service members approach social reintegration in a genuine and dedicated way before and after separation?
- **How might we** provide equitable, relevant, and high-quality individualized guidance and clear instructions available throughout the transition process?
- **How might we** consider opportunities to improve existing military resources that ease the Service members' reintegration post-separation?

<https://www.performance.gov/cx/life-experiences/navigating-the-transition-to-civilian-life/>

The True Separator
Driving Desire: I just want to get out of the military.
Transition Consideration: Planning. I may have a general idea of what life will be like for me, but I'm not sure just how and moving on.
Transition Priority: Support. I may need help on family or friends to needed support for a starting point full.

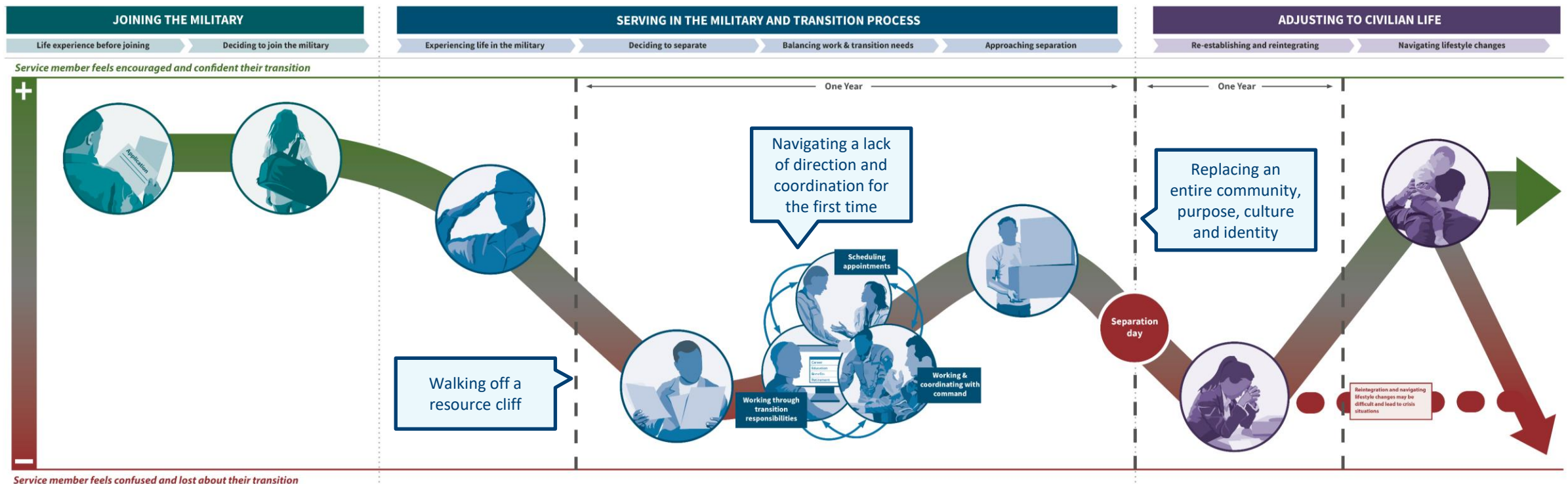
The Purpose Seeker
Driving Desire: I am trying to find a purpose for my life after the military.
Transition Consideration: Planning. I may create several tentative plans, but it can know which one is right, so I will pursue what I'm able.
Transition Priority: Support. I will ask anyone and everyone for advice to experience and see if a job opportunity or help me as well.

The Goal Oriented
Driving Desire: I view the military as a way to reach my future goals.
Transition Consideration: Planning. I had a general plan for what I want to do before enlisting, but it is becoming more goals the closer I am to separation.
Transition Priority: Support. I may rely on my family and other Veterans help me when I transition, or help me up my feet once I transitioned.

The Lifer
Driving Desire: I am trying to let go of the military even though it means everything to me.
Transition Consideration: Planning. Planning was not a high priority as my focus was mainly on working or handling appointments until my last day in the military.
Transition Priority: Support. I may not have much support or desire it. My focus will be on doing my job or going to medical appointments, which may lead me to grasp for support structures once I separate from the military.

These personas portray the motivations and behaviors of Service members as they navigate life prior to, during, and after separation from the military.

E.O. 14058 in Action: Transition Experience Journey Map



CUSTOMER PAIN POINTS

Transition Process

The current transition framework lacks standardization across its processes and clarity around what is important to the customer, how and when to achieve personal goals; and accessing VA services can be confusing and difficult for Service members.

Life Planning

Service members often do not develop comprehensive plans for life after the military beyond meeting their most immediate and priority needs.

Education and Timing

Service members are provided with “too much information” over a compressed timeframe while transitioning; which often prevents understanding and actionability.

Program and Service Connection

Service members often struggle to navigate and become aware of the numerous resources that are available and lack protected time to engage with them.



U.S. Department of Veterans Affairs
Veterans Experience Office

The CX Cookbook

Sharing a collection of key ingredients and recipes for embedding CX in Federal services



In 2018, VA/VEO was designated as **lead agency partner with OMB** to drive the President's Management Agenda (PMA) Cross-Agency Priority (CAP) Goal on Improving Customer Experience with Federal Services

As a capstone project at the conclusion of this PMA cycle, VA/VEO created a **CX practitioner's guide** to share with sister Agencies to help build, mature and sustain CX capabilities

For CX Practitioners

Providing a multi-faceted framework to build and implement CX

Prepping

Know Agency Ecosystem

Understand the levers of government operations and current agency culture, and how to actualize opportunities and minimize risks.

Build the Coalition

Identify like-minded CX thinkers and influencers.

Mixing

Identify Key Ingredients

Select any combination of ingredients from the **8 CX Cooking Categories** that will maximize positive impact within your organization.

Adapt & Adopt

Incorporate and adapt best CX practices from private sector, across government, and within the agency.

Baking

Sequence & Execute

Align key ingredients in an order that matches cultural readiness to support the needed bake times and engagement with appropriate organizational levels.

CX Cooking Categories

Leveraging 8 CX Cooking Categories to plan and execute to achieve measurable results with positive impacts for the public



Strategy:

Utilizing Internal & External Levers in Government to Fold CX into the Organization



Operations:

Folding CX into Governance, Performance Metrics, Human Resources & Acquisitions



Funding:

Secure Funding to Execute, Scale, Sustain & Mature Agency's CX Program



Organization:

Positioning CX Program in the Agency for Maximum Impact



Culture:

Utilizing Agency Mission, Training & Leadership Development Programs to Drive CX Now & in the Future



Incentives:

Reinforcing CX as a Core Business Discipline by Incentivizing CX Performance & Behaviors



Partnerships:

Leveraging Partnerships Inside & Outside of Government to Meet Mission, Build Capacity & Bring in Cutting-Edge CX Practices



Capabilities:

Implementing CX through Customer Understanding / Human-Centered Design (HCD), Measurement, Service Design & Delivery of Tangible CX Tools to Employees

Key Ingredients to Build & Implement CX

The CX CUSTOMER EXPERIENCE Cookbook



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<input type="checkbox"/> Agency Leadership <input type="checkbox"/> Top Down & Bottom Up <input type="checkbox"/> Leveraging Catalysts <input type="checkbox"/> President's Management Agenda <input type="checkbox"/> Existing Legislation <input type="checkbox"/> Agency Strategic Plan <input type="checkbox"/> Agency Regulations <input type="checkbox"/> Agency Policies / Directives <input type="checkbox"/> Agency Priority Goal (APG) & Annual Performance Plan (APP) <input type="checkbox"/> Programming, Planning, Budget, Execution (PPBE) <input type="checkbox"/> Agency Risk Registry <input type="checkbox"/> Data Strategy <input type="checkbox"/> Communications	<input type="checkbox"/> Governance <input type="checkbox"/> Agency Performance Measures <input type="checkbox"/> SES & GS Performance Measures <input type="checkbox"/> CX Positions & Capacity <input type="checkbox"/> Acquisitions	<input type="checkbox"/> Budget Authority (BA) <input type="checkbox"/> Reimbursement Authority (RA) <input type="checkbox"/> Hybrid BA/RA <input type="checkbox"/> Tie Funding Request to IDEA Act, Evidence Based Budget, PMA, APG, OMB Circular <input type="checkbox"/> Leverage Detailees & Other Term Partnerships	<input type="checkbox"/> Agency Chief Experience Officer <input type="checkbox"/> Direct Report to Agency Secretary <input type="checkbox"/> CX FTE <input type="checkbox"/> Existing CX Practitioners	<input type="checkbox"/> Employee Alignment with CX Practice In Mission: Empathy-Driven vs. Security Driven vs. Transaction-Driven <input type="checkbox"/> CX Included as Agency Core Value <input type="checkbox"/> Servant Leadership <input type="checkbox"/> Employee Experience (EX) <input type="checkbox"/> Employee Innovation <input type="checkbox"/> Co-Designed CX Solutions (Employees & Customers) <input type="checkbox"/> CX Hubs / CX Communities of Practice <input type="checkbox"/> CX Integration in Agency Leadership <input type="checkbox"/> CX Training / Certifications <input type="checkbox"/> CX Recognition	<input type="checkbox"/> Federal Employee Recognition (i.e. Gears of Government Award) <input type="checkbox"/> Agency Employee Recognition <input type="checkbox"/> Favorable Budget Determinations <input type="checkbox"/> CX Bonuses <input type="checkbox"/> CX Details / Rotations <input type="checkbox"/> Publish CX Feedback	<input type="checkbox"/> Federal Customer Experience Initiative (FCXI) <input type="checkbox"/> Lab @ OPM <input type="checkbox"/> Presidential Innovation Fellows (PIF) <input type="checkbox"/> United States Digital Service (USDS) <input type="checkbox"/> GSA Digital Services (18F) <input type="checkbox"/> White House Leadership Development Program (WHLDP) <input type="checkbox"/> GSA Centers of Excellence (CoE) <input type="checkbox"/> Agency Innovation Groups <input type="checkbox"/> Academia <input type="checkbox"/> Non-Profits <input type="checkbox"/> Federal Advisory Committee (FAC) <input type="checkbox"/> Private Sector Partners	<input type="checkbox"/> CX Framework <input type="checkbox"/> Human-Centered Design (HCD) Practice <input type="checkbox"/> Real-Time CX Surveys <input type="checkbox"/> CX Data Analytics & Artificial Intelligence (AI) <input type="checkbox"/> Back End Business Processes <input type="checkbox"/> Tangible CX Tools <input type="checkbox"/> Omni-Channel Technology Initiatives <input type="checkbox"/> Communications & Engagement
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PAGE 6

VEO | CX Cookbook v.11/11/20

- Agencies can leverage **60+ “key ingredients”** that are common across government, making necessary adaptations and sequencing to execute based on organizational readiness.
- Ingredients provide **practical and tangible actions** Agencies can take to bake in CX throughout the organization
- Agency “recipes” showcase how different organizations have leveraged **key ingredients, adaptations and sequencing**



Mr. Richard S. Cho

SENIOR ADVISOR FOR HOUSING AND SERVICES

OFFICE OF THE SECRETARY,

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



REDUCING BARRIERS TO HOUSING FOR VETERANS EXPERIENCING HOMELESSNESS WITH DISABILITY BENEFITS

Richard Cho and Douglas Rice
VCOEB Meeting
September 28, 2023

HUD's Commitment to Ending Veteran Homelessness

- HUD has been committed to ending homelessness among Veterans since 2010, when the federal government first adopted a plan to prevent and end homelessness and set a national goal to end Veteran homelessness.
- HUD's commitment to this goal is reflected in:
 - Awarding over 110,000 HUD-VA Supportive Housing (HUD-VASH) vouchers since 2008
 - Continually improving implementation of the HUD-VASH program with VA and community partners
 - Encouraging Continuums of Care to coordinate with VAMCs and serve veterans not eligible for HUD-VASH and VA-funded programs
 - Supporting communities to use a variety of HUD programs to create affordable housing that can serve Veterans experiencing or at-risk of homelessness.
- In 2021, Secretary Fudge and Secretary McDonough issued a joint statement re-establishing ending Veteran homelessness as a top agency priority at HUD, followed by joint strategies to end Veteran homelessness.

Background on Income Eligibility

- The West LA supportive housing projects are financed using several federal and non-federal programs, including project-based HUD-VASH vouchers and Low Income Housing Tax Credits (LIHTC), that have different income eligibility requirements.
- Both HUD-VASH (and Housing Choice Vouchers) and LIHTC use HUD income limits as the basis for determining eligibility. HUD calculates income limits at 30%, 50%, and 80% of the Area Median Income (AMI) in every community.
- For HUD-VASH, households with low incomes (up to 80% of AMI) are eligible, but public housing agencies (PHAs) have discretion to set lower thresholds, e.g., 30% or 50% of AMI.
- For LIHTC, income eligibility for a project is typically set at 50% or 60% of AMI, although new projects may use “income averaging”; this allows projects to admit households with incomes up to 80% of AMI if the average assisted income in the project is 50% or 60% of AMI. In allocating LIHTCs, states may prioritize projects that assist lower incomes, e.g., 30% of AMI.

Understanding HUD-VASH and LIHTC Income Eligibility

HUD-VASH	LIHTC
<ul style="list-style-type: none">• For HUD-VASH (and other HCVs), public housing agencies generally may admit homeless veterans who earn up to 80% of Area Median Income (AMI).• PHAs have discretion to prioritize lower-income households, e.g., 30% of AMI, and many do to ensure that scarce resources are used first to assist those with the most severe housing needs.• For HCVs, public housing agencies (PHAs) must ensure that 75% of households admitted every year are at 30% or below of AMI, but this requirement does not apply to HUD-VASH.	<ul style="list-style-type: none">• Household eligibility is typically 50% or 60% of AMI in housing units financed with LIHTC.• New projects may choose to admit households with incomes up to 80% of AMI if the average assisted income in the project is 50% or 60% of AMI.• LIHTCs are allocated by states housing finance agencies via a competitive process, and many state competitions incentivize developers to include units that set income limits at 30% or below of AMI.

2023 HUD Income Limits for Los Angeles Metro*

Median Family Income	Income Limit Category	Persons in Family							
		1	2	3	4	5	6	7	8
\$98,200	30% AMI (Extremely Low Income)	\$26,500	\$30,300	\$34,100	\$37,850	\$40,900	\$43,950	\$46,950	\$
	50% AMI (Very Low Income)	\$44,150	\$50,450	\$56,750	\$63,050	\$68,100	\$73,150	\$78,200	\$83,250
	80% AMI (Low Income)	\$70,650	\$80,750	\$90,850	\$100,900	\$109,000	\$117,050	\$125,150	\$133,200

* For complex reasons, LIHTC uses a special tabulation of HUD income limits that differs modestly from those used for HUD programs.

Incomes of Homeless Veterans in Los Angeles

Household Income relative to HUD income limit	Number of homeless veterans	Percent of homeless veterans
No greater than 30% of AMI	1,291	74%
Greater than 30% of AMI but no greater than 50% of AMI	228	13%
Greater than 50% of AMI but no greater than 60% of AMI	123	7%
Greater than 60% of AMI but no greater than 80% of AMI	98	6%
Greater than 80% of AMI	9	0.5%
Total	1,749	100%

Source: VA analysis of administrative data. Income includes veterans' disability benefits and Social Security benefits, but not other sources.

Determination of Income and Rent in HUD Programs

- For HUD programs, household income is gross annual income, excluding income from sources specified in the law.
- The law specifies that two types of veterans' benefits are excluded from income:
 - Deferred disability benefits from the Department of Veterans Affairs that are received in a lump sum amount or in prospective monthly amounts;
 - Expenses related to aid and attendance under section 1521 of title 38.
- HUD does not have legal authority to exclude other veterans' disability benefits from income.
- LIHTC relies on HUD income determinations, by statute.

HUD's Actions

- HUD is committed to ending homelessness among Veterans, as demonstrated by the joint statement and strategies issued by VA and HUD Secretaries.
- HUD encourages PHAs administering HUD-VASH vouchers or that use regular HCVs to assist homeless veterans to set the eligibility limit at 80% of AMI for these populations.
- HUD is strongly considering requiring PHAs administering HUD-VASH to set the limit at 80% of AMI in the update to the HUD-VASH Operations Requirements that it intends to implement by the first quarter of 2024.
- HUD has also been partnering with Treasury and VA to address what is a multifaceted problem to ensure that homeless veterans, including those with substantial incomes, have access to the housing and services they need.

Treasury's Actions

- Treasury is supportive of excluding VA disability benefits from income calculations for purposes of eligibility for housing subsidized with LIHTCs, which would require legislative changes.
- Treasury is currently exploring various avenues for obtaining the legislative changes that would enable this exclusion of VA disability benefits.
- HUD believes that these actions, together with those that HUD is already taking, will enable HUD-VASH to serve nearly all veterans experiencing homelessness.



Mr. Joseph Dronchi

CHIEF HUMAN RESOURCES,
VA GREATER LOS ANGELES HEALTHCARE SYSTEM



VA



U.S. Department
of Veterans Affairs

VA Greater Los Angeles Healthcare System



VCOEB Human Resources Brief

SEPTEMBER 27, 2023

Presented by:

Mr. Grant Sloan – VISN 22 Chief Human Resources Officer

Mr. Joseph Dronchi – VA Greater Los Angeles Healthcare System Senior
Strategic Business Partner

AGENDA

- WELCOME
- OVERALL RECRUITMENT & RETENTION
- MENTAL HEALTH RECRUITMENT & RETENTION
- HIRING FAIR
- LEADER BOARD
- Q&A

RECRUITMENT & RETENTION



VA Greater Los Angeles Healthcare System will end FY-2023 with positive growth and a reduced vacancy rate. This has been accomplished by Leadership engagement, utilization of monetized incentives (3R's), and rapid process improvement of the onboarding process.

- Total Full Time Equivalent Employees (FTEE): 6845.49
- Total Encumbered FTEE: 5318.88
- Total Vacant FTEE: 1526.61
- Total Vacancy Rate: 23% (25% for FY-2022)

RECRUITMENT & RETENTION

RECRUITMENT & RETENTION CONTINUED.

- FY-2023 Total Gains: 1759
- FY-2023 Total Losses: 1250
- FY-2023 Net: 509
- FY-2023 Net %: 28.93

Current occupations with elevated Recruitment or Retention concerns, high Turnover, or increased Vacancy rates is consistent with other level 1A Complexity Facilities in the VA Network.

- | | | |
|----------------------|-------------|------------|
| 1. 0679 MSA | 2. 0610 RN | 3. 0185 SW |
| 4. 0180 Psychologist | 5. 0621 LVN | |



MENTAL HEALTH RECRUITMENT INITIATIVES




Mental Health professions are trending for positive recruitment / retention rates. This has been accomplished through Special Salary Rates, Recruitment, Retention, and Relocation Incentives, and enrolling of eligible employees into the Education Debt Reduction Program (EDRP). This ensures that the facility is more competitive with current market rates and trends for similar occupations.

Incentives approved through Resource Management Committee (RMC) are as follows:

- Recruitment Incentive = 15% - 25% of the base salary for a new employee
- Retention Incentive = 15% - 25% of the base salary of a current GLA employee
- Special Salary Rate = Implemented for new and current Social Workers and Psychologists

MENTAL HEALTH PROVIDER RECRUITMENT SNAPSHOT

Mental Health Provider Vacancy rates have decreased by 5% compared to October of 2022.

VISN 22 Mental Health Providers (0180, 0185, 0602-31, 0610-N4) Vacancy Data													
Greater LA VAHCS	Measure	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Jul-2023	Aug-2023	Sep-2023
	Total Active Positions	852	853	850	846	856	826	819	819	839	839	841	848
	Total Onboard Employee	641	648	651	656	654	656	652	648	634	643	645	675
	Total Vacant	211	205	199	190	202	170	167	171	205	196	196	173
	Total FJO	53	32	33	29	37	44	53	54	11	19	2	25
	Total Recruitment	268	259	255	235	245	242	256	157	112	103	91	70
	Current Vacancy Rate	25%	24%	23%	22%	24%	21%	20%	21%	24%	23%	23%	20%
	Trend												


MENTAL HEALTH RETENTION PSYCHOLOGIST & SOCIAL WORKER

Psychologist Vacancy rates have decreased by 6%, while the Social Worker Vacancy rate has decreased by 4% compared to October, 2022.

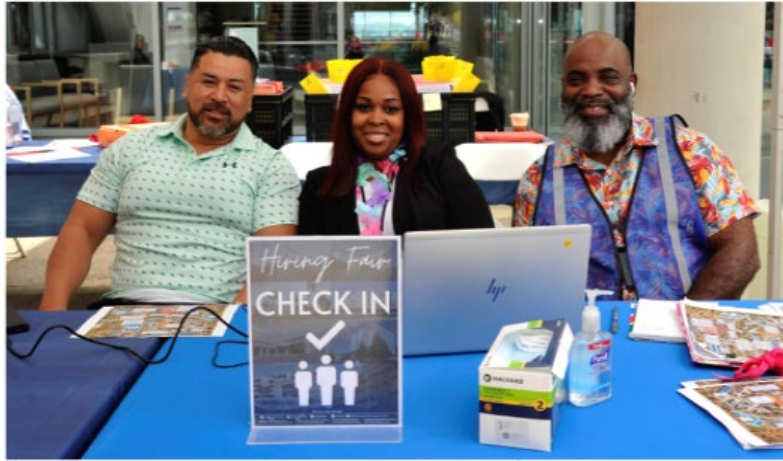
Psychologist (0180)	Measure	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Jul-2023	Aug-2023	Sep-2023
	Total Active Positions	227	227	226	222	223	217	212	215	216	216	218	219
	Total Onboard Employee	177	185	186	187	186	189	186	187	186	187	187	183
	Total Vacant	50	42	40	35	37	28	26	28	30	29	31	36
	Total FJO	15	7	8	8	12	8	12	5	2	3	1	8
	Total Recruitment	79	71	69	65	71	67	66	31	18	17	17	13
	Current Vacancy Rate	22%	19%	18%	16%	17%	13%	12%	13%	14%	13%	14%	16%
	Trend												
Social Worker (0185)	Measure	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Jul-2023	Aug-2023	Sep-2023
	Total Active Positions	512	513	512	512	521	497	495	493	505	507	507	513
	Total Onboard Employee	369	365	368	371	371	370	370	368	350	358	360	391
	Total Vacant	143	148	144	141	150	127	125	125	155	149	147	122
	Total FJO	30	24	24	21	23	34	39	40	9	16	1	14
	Total Recruitment	170	178	175	159	160	159	172	109	79	71	60	48
	Current Vacancy Rate	28%	29%	28%	28%	29%	26%	25%	25%	31%	29%	29%	24%
	Trend												

MENTAL HEALTH RETENTION PSYCHIATRIST & PSYCHIATRIC NURSE

Psychiatrist Vacancy rates have decreased by 3%, while the Psychiatric Nurse Vacancy rate remains at 0% compared to October, 2022.

Psychiatrist (0602-31)	Measure	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Jul-2023	Aug-2023	Sep-2023
	Total Active Positions	108	108	107	107	107	107	107	106	113	111	111	111
	Total Onboard Employee	90	93	92	93	92	92	91	88	93	93	93	96
	Total Vacant	18	15	15	14	15	15	16	18	20	18	18	15
	Total FJO	8	1	1	0	2	2	2	9	0	0	0	3
	Total Recruitment	19	10	11	11	14	16	18	17	15	15	14	0
	Current Vacancy Rate	17%	14%	14%	13%	14%	14%	15%	17%	18%	16%	16%	14%
	Trend												
Nurse (0610-N4)	Measure	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Jul-2023	Aug-2023	Sep-2023
	Total Active Positions	5	5	5	5	5	5	5	5	5	5	5	5
	Total Onboard Employee	5	5	5	5	5	5	5	5	5	5	5	5
	Total Vacant	0	0	0	0	0	0	0	0	0	0	0	0
	Total FJO	0	0	0	0	0	0	0	0	0	0	0	0
	Total Recruitment	0	0	0	0	0	0	0	0	0	0	0	0
	Current Vacancy Rate	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Trend												

JUNE 2023 HIRING FAIR RECAP



June 10, 2023
Sepulveda Ambulatory Care Center



JUNE 2023 HIRING FAIR RECAP



A Hiring Fair was held for VA Greater Los Angeles Healthcare System in June of 2023. This flagship event was the first of its kind, where over 55 occupations were effectively recruited for and if selected, most pre-employment requirements would be completed in a same day process.

2023 HIRING FAIR ROADMAP

- Hiring Fair Key Milestone Activities Preparation, Go Live & Post.
- Roles & Responsibilities
- HRHF Applicant Process



2023 HIRING EVENT MARKETING

 **USA JOBS:** Primary source location of the Job Vacancy.

 **INDEED:** Repost job vacancy information to attract talent that normally would not use USA Jobs.

 **HANDSHAKE:** Create Hiring Event to share with schools within our network in addition to posting job vacancy.

 **FACEBOOK:** Create event, share multiple posts about the Hiring Event on both the VISN 22 HR page, Facility page and various groups.

 **INSTAGRAM:** Share multiple posts about Hiring Event on both the VISN 22 HR page and Facility page.

 **LINKEDIN:** Create event, share multiple posts about the Hiring Event on both the VISN 22 HR page, Facility page and various groups.

2023 HIRING FAIR ENHANCEMENT

- Enhancing the Candidate Experience
- Communicate with waiting candidates
- Internal Communications
- Resume Writing
- Available Refreshments



Enhance the Candidate Experience

Key ways to enhance the candidate experience:

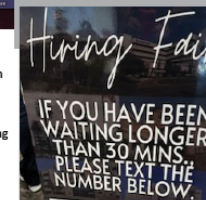
- Improve internal communications
- Communicate with candidates
- Don't disqualify so fast
- Make them comfortable and welcome
- Clear marketing and messaging
- Offer help for resume and using computers

Hiring the right workforce starts with exceptional hiring and onboarding processes with the main focus to improve the candidate experience from recruitment through onboarding by providing opportunities and support during their journey to becoming a VA employee.

During event planning, VISNs and VAMCs must remember that the candidate's experience through these events can have major impact and can be a pivotal point in their journey to starting a career with the VA. Each and every candidate should have the opportunity to experience a positive and welcoming with an organized and seamless experience.

Expected Candidate Experience Outcomes:

- Candidate focused, positive first impression of the VA.
- Reduced number of visits back to the VA to complete pre-employment activities. Remember, events are most successful when each selectee can complete as much as possible and does not need to return multiple times to complete any pre-employment action prior to EOD.
- Feel like part of the member of the team before they onboard.
- They are at the middle of the recruitment through onboarding process and fully understand each step required to fulfill all requirements.
- They feel valued and respected. VA respects their time, experience, and skillsets.



Communicate with candidates

Clear and constant communication throughout the event is key to a positive candidate experience.

Some examples:

- Use technology to keep your walk-in applicants and candidates informed of their place in line, next steps, and a way to communicate with event staff.
- Provide Total Reward5 brochures and event packet with detailed information.
- Have a fully staffed help desk/check-in desk to answer questions and help out candidates.

Offer help for resumes and using a computer

Be prepared to provide support to walk-in applicants and candidates who need help building a resume, or with using a computer to finish application requirements.

- Assign dedicated staff to helping candidates with their resumes, complete with printers!
- Have non-VA networks computers available and staff to help assist candidates with their required actions.

Improve internal communications

Be respectful of the candidate's time. Internal communications are critical to moving the recruitment and onboarding processes forward, updating critical stakeholders at each milestone with the status of the candidate and process.

- VAMCs should establish service line specific candidate recruitment and onboarding email distribution groups with stakeholders (including Credentialing and Privileging Specialists).
- Tip: identify emails with appropriate subject lines including occupation, position number, etc.

Don't disqualify candidates so fast

Invest in the applicant pool from each event to fully develop candidate pipelines of future hires.

- Collect resumes and all important information needed to make selections at a later date.
- Ensure that the interview rating cut-offs are not too high for initial assessments.



2023 HIRING FAIR WORKFLOW



FUTURE STATE OF HIRING FAIRS



- Nationally, the Hire Right Hire Fast Model's goal is to provide updated strategies and tools nationally that include:
 - Updated Hire Right Hire Fast 2.0 Playbook
 - Hire Right Hire Fast Tools (Marketing Samples, Communication Samples (internal & External))
- The future state of GLA Hiring Fairs are as follows:
 - Healthcare System wide event in 2024 (date pending)
 - Planning a Mini Hiring Fair targeting specific occupations identified by Executive Leadership
 - Consulting with VISN 22 Hire Right Hire Fast Team on a virtual Hiring Fair model to pilot in 2024



JUNE 2023 HIRING FAIR RESULTS

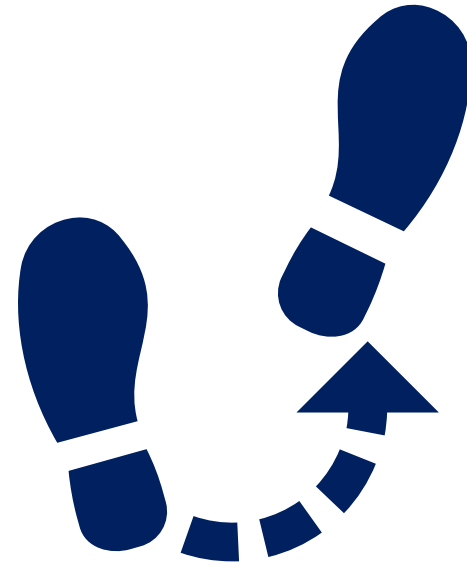
Occupation	Selected	Future Hire
Advanced MSA	48	35
Budget Tech	1	
FSW	10	
Healthcare Engineer	1	
HKA	19	42
LVN	23	
Med Technologist	1	
MVO	2	

Occupation	Selected	Future Hire
Nursing Assistant	30	
Other Clinical Occupation	5	
Painter	2	
Pharmacy Tech	3	
Pipefitter	5	
Police Officer	12	
Program Specialist	1	
PSA	39	46

Occupation	Selected	Future Hire
Psychologist	1	
Purchasing Agent	1	
Registered Nurse	44	25
Security Assistant	3	
Senior Social Worker	6	
Social Worker	12	
Supply Tech	4	
Vol Service Specialist	1	

GLA LEADERBOARD

- VISN 22 HR Leadership serve on two VHA National Committees:
 - HRIS National Standardization (Onboarding Applicant System *OASYS)
 - Co-Chair: Facilitates meetings with Senior HR Leaders and HR Information Specialists across the Veterans Health Administration. In addition, listen, document and trend issues happening in the HRIS community and provides solutions real time.
 - Hire Right Hire Fast 2.0 Launch
 - Member: Works closely with VISN 22 HR Leadership alongside VHA Workforce Management & Consulting to assist with launch of the Hire Right Hire Fast 2.0 Framework to be deployed nationally. This work includes providing feedback to manuals, fillable tools, or suggestions on systems to name a few.





Thank you for your time!

Any questions?



VA



U.S. Department
of Veterans Affairs
VA Greater Los Angeles Healthcare System



Mr. Marty Borko

URBAN LAND INSTITUTE



Los Angeles

The U.S. Department of Veterans Affairs
Greater Los Angeles Healthcare System
West Los Angeles Campus

Technical Assistance Panel

Urban Land Institute Los Angeles
June 14 - 16, 2023





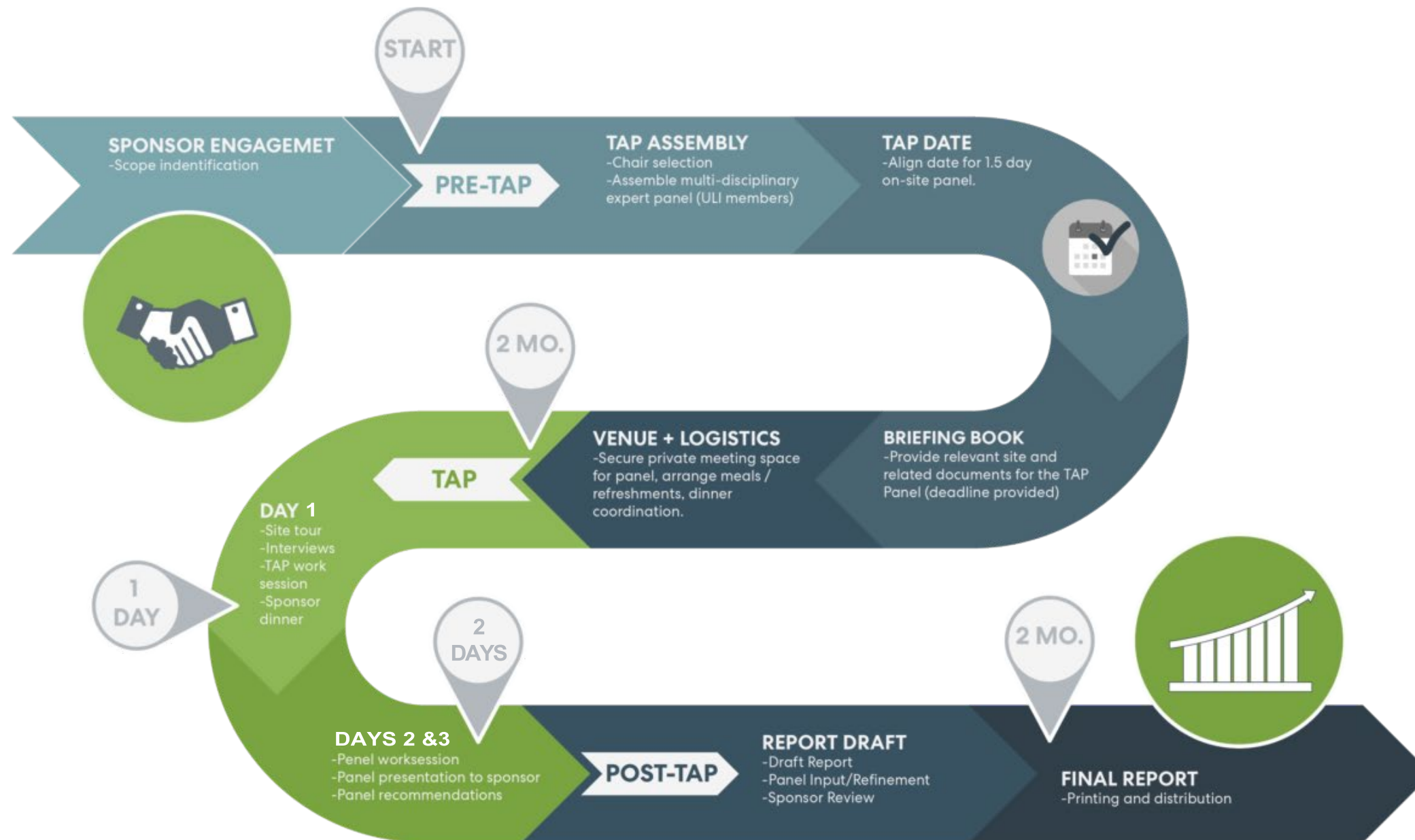
Los Angeles

THE MISSION OF THE URBAN LAND INSTITUTE

*Shape the future of the built environment for
transformative impact in communities worldwide*

ULI Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

ULI Los Angeles Technical Assistance Panels



TAP Panelists



Chair: Brian Jones, Former President, Forest City Commercial West

Architecture: Ronald Altoon, Altoon Strategic

Finance: Allen Freeman, Ernst & Young

Finance: Tony June, DEODATE Strategy Group

Development: David Abasta, Primestor Development

Development: Murray McQueen, Tribune Real Estate Holdings, LLC

Market: Bob Gardner, RCLCO

Market: Nicholas Stefanoni, RCLCO

Urban Design / Planning: Neal Payton, Torti Gallas + Partners, Inc.

Sustainability: Sabrina Bornstein, Buro Happold

Policy: Jerome Champion, Multifamily Housing Director,
Los Angeles Field Office HUD

Legal: Alfred Fraijo, Somos Group

Branding/Community: Sandra Kulli, Kulli Marketing

Circulation: Diana Skidmore, KOA Corp

Adaptive Reuse: Roberto Vazquez, Omgivning

Stakeholder Interviews



Immersion Tour

Anthony Allman guided the TAP Panelists through a 2-hour tour of the North Campus including: Wadsworth Chapel, the existing Town Center site, Building 13, the newly-built permanent supportive housing, Brentwood Theater, Heroes Golf Course, the Rose Garden, Cal Veterans site, Tiny Homes site and open space. Additional self-guided exploration included the Chapel and the Caretakers Cottage.





Introduction: Reimagining the Town Center

The Context

- This report isn't intended to validate or invalidate specific concepts in previous Campus Master Plans and **acknowledges the tremendous amount** of work that has been done to benefit the veteran community.
- It is **imperative** to address homelessness prevention in the Greater Los Angeles area, **increase permanent supportive housing**, and **urgently address** the issue of Veterans experiencing homelessness. The TAP Panel recommendations are **not intended to impede the progress of these actions**.
- The Panel **concentrated on the areas of concern with the greatest impact** on the Master Plan evaluation, within the confines of the **available technical information** and **time frame** of the TAP.



The Context

- The study is an **independent analysis** of the most **effective, efficient, and viable use of space** for the Town Center site.
- **Placemaking, Veterans integration, and community** were the most consistent **themes** voiced during stakeholder interviews.
- There are a **myriad of regulatory frameworks** in place governing land use, approval of leases, and designated services.
- Development will be **most effective at serving Veterans if service-oriented** rather than commercially-oriented.



Factors for Success

The Commons, a new vision for the Town Center, will be successful when it...

- Creates a place for Veterans living on site to **connect with a larger community**
- Provides socialization, services, and educational opportunities for Veterans on site and in the region
- Encourages employees who work on campus to **use services on campus**
- Utilizes **best practices** of relevant campuses and town centers
- Enhances awareness and **rewrites the story** for the WLA VA Campus
- **Pays it forward**





Key Drivers

- **Listen** - The Veterans voice is fundamental + foundational
- Create spaces that spur **purpose and meaning**
- Planning should not impede **implementation of critical housing**
- Provide an **appropriate and realistic** program
- Enhance Campus **entry, wayfinding, and links** to transit and south campus
- Establish **public/private zones**, limiting public intrusion into private areas inhabited by those experiencing homelessness
- Resolve conflicts from existing **roadway** grids
- Prioritize **open space** in design considerations



Master Plan Assessment

2016 Master Plan Town Center Observations



Strengths

- Traditional and easily understood Town Center configuration
- Identifiable public space
- Location at the nexus of roadways
- Resolves conflicts of existing road network
- Proximity to housing
- Frames promenade
- Provides a pedestrian bridge across Wilshire
- Supports a strong Veteran community and understanding of clients

Weaknesses

- Distance and visibility of Town Center from entrance for non-residents
- Lack of wayfinding and signage
- Absence of a sense of place and “heart”
- Connections to larger community are inadequate
- Overscaled open space
- Program too broadly distributed
- Parking shortage
- Demolishes historic buildings
- Mixed use not allowed under ground lease
- Requires land swap with State

2022 Master Plan Town Center Observations



Strengths

- Respects recently implemented utility infrastructure
- Recognizes promenade and significant open space
- Proximity to new housing
- Retains existing roads
- Preserves historic Building 13

Weaknesses

- Town Center location is not visible to outside community
- Distant from Campus entrance
- Parking may be limited
- Demolishes historic contributors
- Overscaled open space
- Absence of defined open spaces heightened by use of single story buildings
- Mixed use is not allowed under ground lease
- Program uses in basement restricts access to building users only
- Wayfinding for residents and visiting Veterans



The Clientele: A Community of Veterans

Vision Statement

To create an inviting, human scaled, mixed-use Town Center that prioritizes visual beauty, connects to and builds community, respects regional history, reflects local core values, embraces sustainable principles, evokes a sense of place, is informed by contextual forces, and produces a legacy of enduring pride for the residents of the West Los Angeles Veterans Affairs Campus and all Veterans in the Southern California region.

Who are the Commons Clientele?

Live Here:

Veterans

Work Here:

Hospital Staff

Service Providers

Come Here:

Veterans from the region

Veterans' Families

Neighbors:

UCLA

Employees

Residents



What are the Interests of the Veterans' Community?



LIVE HERE

- Market-Uses
- Food & Beverage
- Health & Wellness
- Veteran Services
 - Information Hub
 - Workforce Development
 - Transportation
 - Legal Services
 - Reintegration
 - Financial Literacy
 - Communal Work Space
 - Post Office / Library
 - Business
 - Job Training

COME HERE

- Market-Uses
- Food & Beverage
- Health & Wellness
- Veteran Services
 - Information Hub
 - Workforce Development
 - Transportation
 - Legal Services
 - Reintegration
 - Financial Literacy
 - Communal Work Space
 - Post Office / Library
 - Business

WORK HERE

- Market-Uses
- Food & Beverage
- Health & Wellness

NEIGHBORS

- Market-Uses
- Food & Beverage
- Civic Uses
 - Veteran Appreciation
 - Volunteer Opportunities
 - Celebrations
 - Cultural events,
 - Farmers Market

What is the Demand Potential?

The audience of the Commons is expected to support over **35,000 square feet** of market-driven retail by 2033

LIVE HERE

2023 - 944 on campus (233 in permanent supportive housing) with an additional 396 in CalVet State Home

2033 - 2,352 (1,641 in permanent supportive housing) with additional Veterans in CalVet State Home

WORK HERE

Hospital and Service Providers
5,000 Employees Across North & South Campus

COME HERE

Veterans and Veterans' Families
280,000 Veterans Across LA County

NEIGHBORS

Households - 241,900 households within 5-miles

Employees - 38,900 private-sector employees within 1 mile

DEVELOPMENT GOAL

BEFORE - Retail Options at Fort Belvoir



AFTER - Main Street at Fort Belvoir



AFTER - Main Street at Fort Belvoir



MAIN STREET ON A MILITARY BASE

What is the Phasing Opportunity?

Demand potential of today will continue to grow over the long-term as more housing is built on campus



Short-Term (Today)

- Majority of commercial demand comes from offsite Veterans
- Demand is for 7,000 SF restaurant, assuming the 280,000 Veterans in Los Angeles County spend 1% of their total restaurant spending at the Commons
- A restaurant alone will not draw offsite Veterans to the Campus. A suitable commercial setting with Veteran Services is necessary.

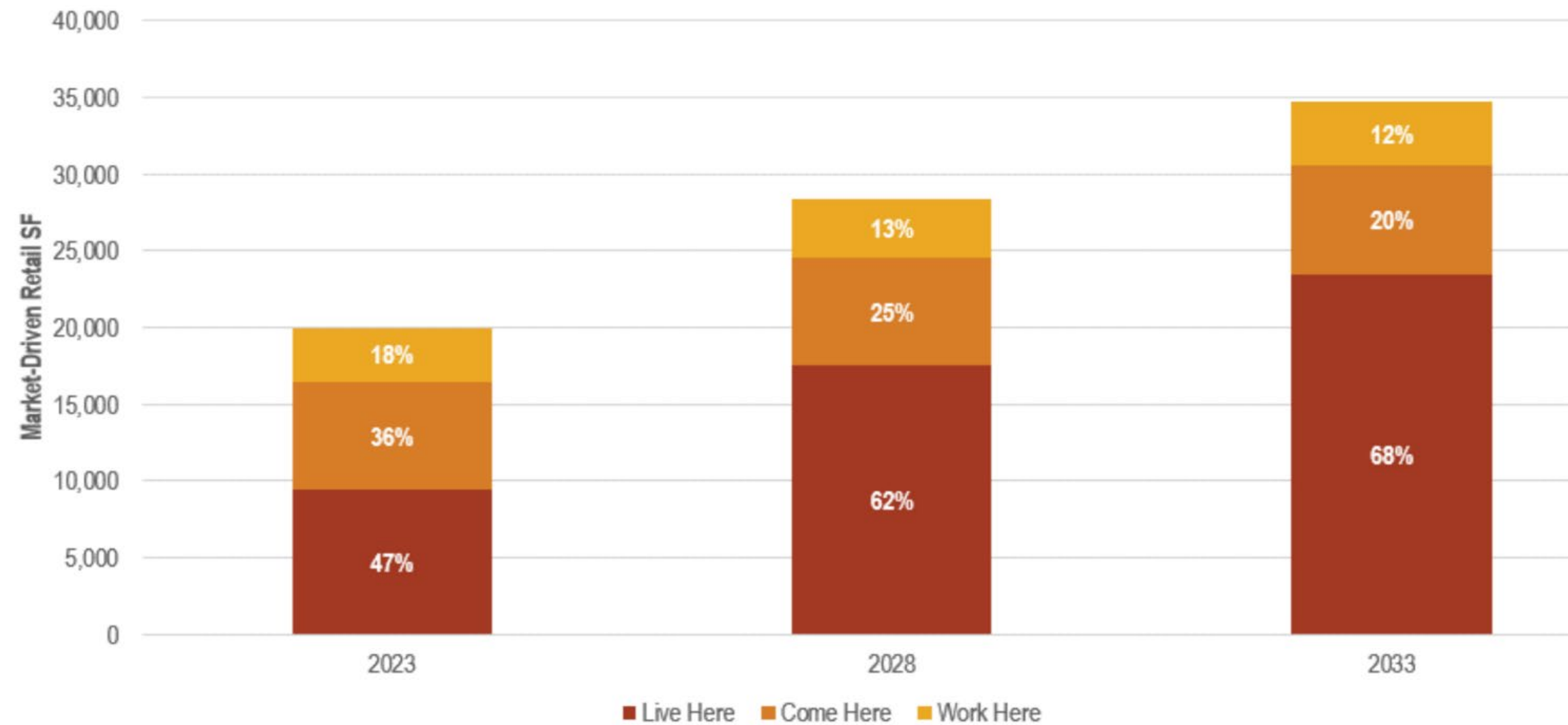
Long-Term (2033)

- When housing is fully built on the Campus, the majority of commercial demand will come from the Veterans who live onsite.
- The commercial demand shifts to grocery, followed by restaurants, commercial services, and health & wellness.

Market-Driven Demand Potential

Today, most demand would come from Veterans who live offsite.

As housing on campus is built out overtime, Veterans who live onsite will account for the majority of retail demand





Program: How are the Veterans Served?

Program: Common Uses



Retail

Small Market, PX, Pharmacy, Pet Care, Military Gifts, Post Office

Dining

Coffee House, Diner, Restaurant, Commissary

Services

Legal, Financial/Business, Social, Healthcare

Conveniences

Salon, Barber Shop, Laundry, Dry Cleaning,

Recreation & Fitness

Outdoor, Indoor, Gym, Cornhole

Medical Services

Arts

Creative Center, Makerspace, Music, Drama

Education

Continuing Education, Library

Vocational Training

Rental Library for Kitchen Equipment & Tools

Co-work Space

Civic and Convening

Farmers Market & Crafts Market

Programming

Movie, Performance

Hospitality

Veteran Hotel

Brands: Partner with Veteran-Run and Veteran-Focused Businesses

All the commercial spaces on campus, including retail, food and beverage, and services are expected to focus on Veterans as the primary clientele



A Veteran-Serving Hotel Will...

- Tap into a national demand pool
- Provide an affordable option for Veterans and their families
- Satisfy emergency short-term housing needs for currently homeless Veterans
- Augment retail demand for commercial uses at the Commons
- Provide jobs and job-training opportunities for on-campus Veterans
- Serve as a community element and focal point for the West LA Campus





The Commons Placemaking Principles

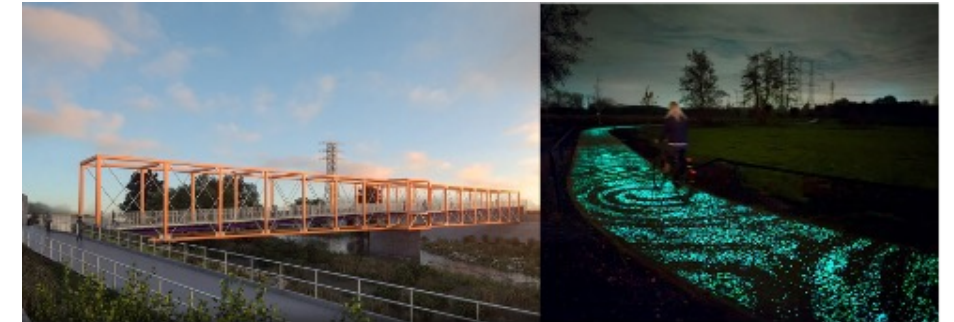
Placemaking Principles



1. Engage and build community
2. Analyze the context holistically
3. Celebrate natural and historic features
4. Establish an urban framework
5. Begin with landscaped spaces and furnish streetscapes
6. Make it mixed-use
7. “Contain” spaces
8. Create harmony and accommodate dissonance
9. Emphasize Landmarks; Provide Nodes; Create Districts; Connect with Paths; Contain with Edges (Kevin Lynch)
10. Emphasize psychographics over demographics
11. Make it sustainable and resilient
12. Integrate environmental graphics, amenities, and art

Sustainable and Resilient Commons

- Shade design
- Local food + zero waste
- Connectivity
- Electrification + Renewables
- Resilience Hubs/Cooling Centers





The Commons: Concept Design

The Commons: Celebrating Veterans' Lives

The Commons is comprised of three key connected sub-districts:

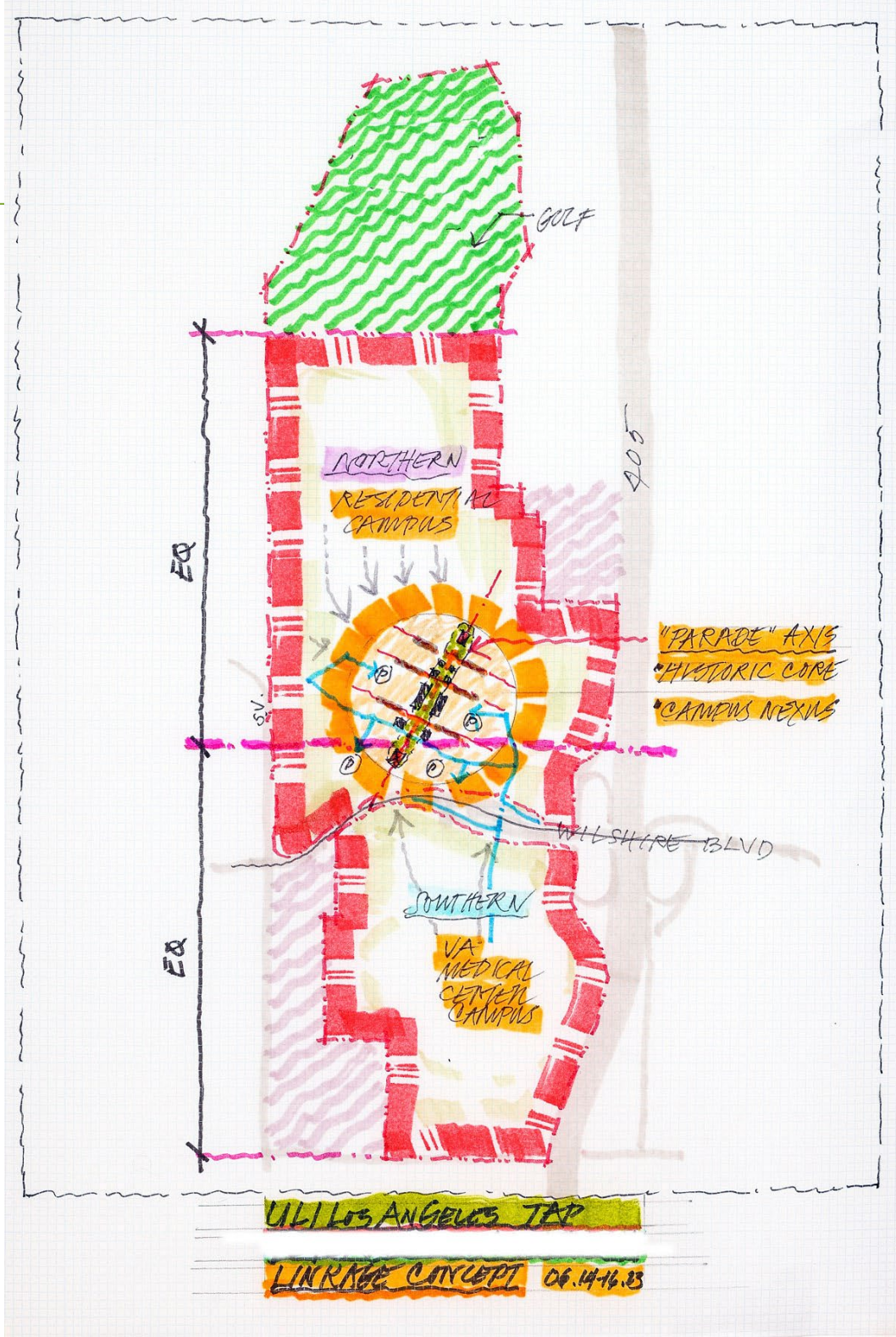
The Quad

Parade Ground

Chapel Square

This concept creates:

- A new vision for the Town Center
- Reinforces the power of place
- Focuses on the overall community of Veterans
- Provides identity from Wilshire Blvd.
- Engages the market
- Incorporates and enhance existing landscape
- Adaptively reuses Building 13, Wadsworth Theater, Wadsworth Chapel



The Commons: Site Access and Entry



- Creates a welcoming entry experience
- Frames views to historic campus elements and “public” destinations
- Respects and buffers “private” zones for housing
- Access to the site is improved by Chapel Square as the front door:



The Quad



The Quad is the heart of the North Campus :

- Anchored and identified by Building 13
- Defined by buildings on all four sides to create an outdoor room
- Proposes building(s) with ground floor retail/services and housing above to activate and contain space



Parade Ground

Celebrate the formal axis created by the historic landscape element:

- Prioritize the pedestrian over vehicular traffic
- Connect the promenade with entries to buildings and pedestrian paths
- Install infrastructure for temporary events



Chapel Square



Chapel Square provides a formal welcome and orientation.

- The restored chapel is an iconic marker at the entrance to the North Campus
- New buildings create a welcome plaza allowing pedestrians, bikes, and vehicles to pass through and may include a Welcome Center and exhibits.



Veteran Hotel

- Historic Building 13 is retained and adaptively reused as a hotel
- Activates the Quad
- Connects Quad and Parade Ground
- Creates a unique program element and focal point for The Commons



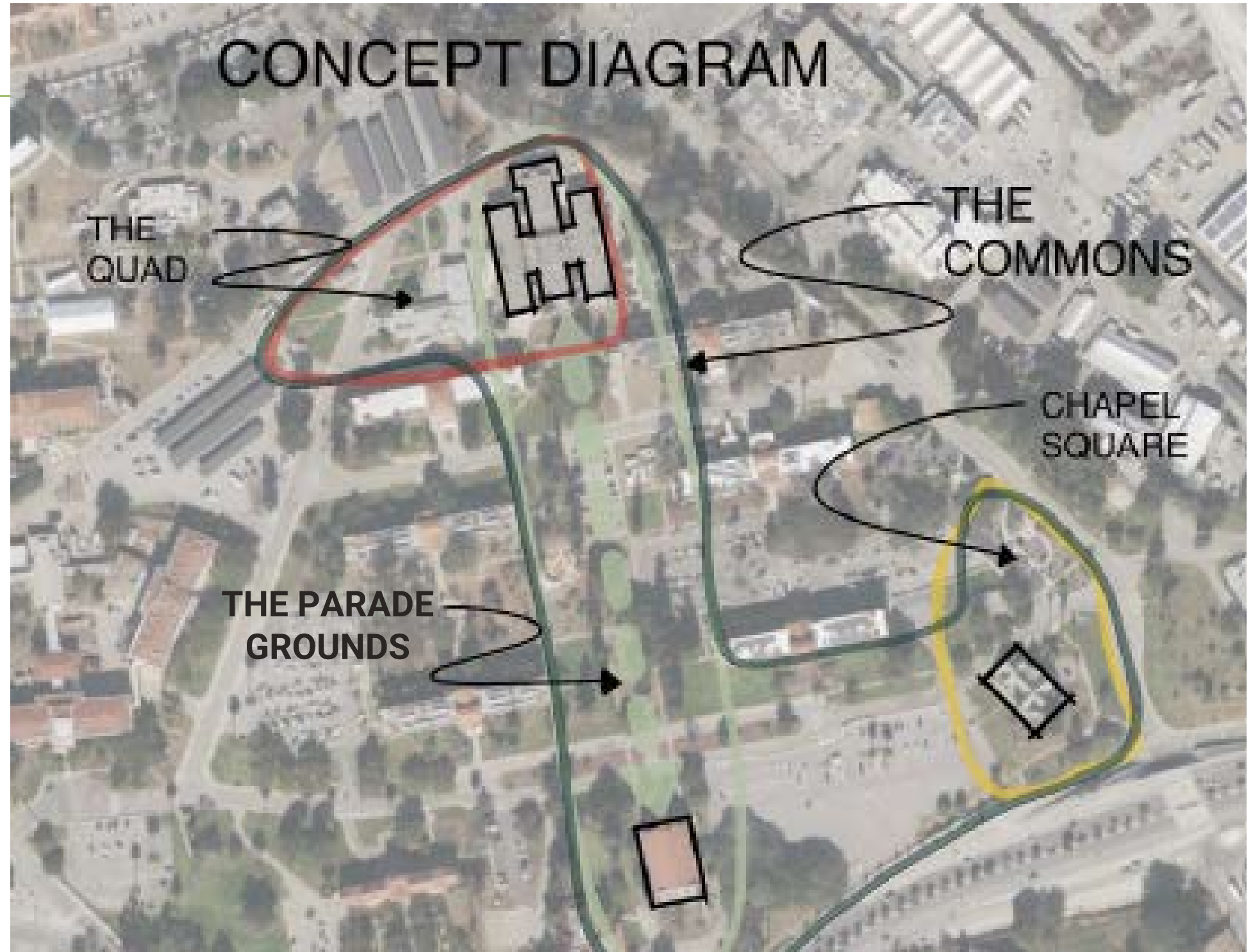
Floor 1



Floor 2

The Commons

The Quad Parade Ground Chapel Square





The Commons Implementation

Implementation

Management and Governance

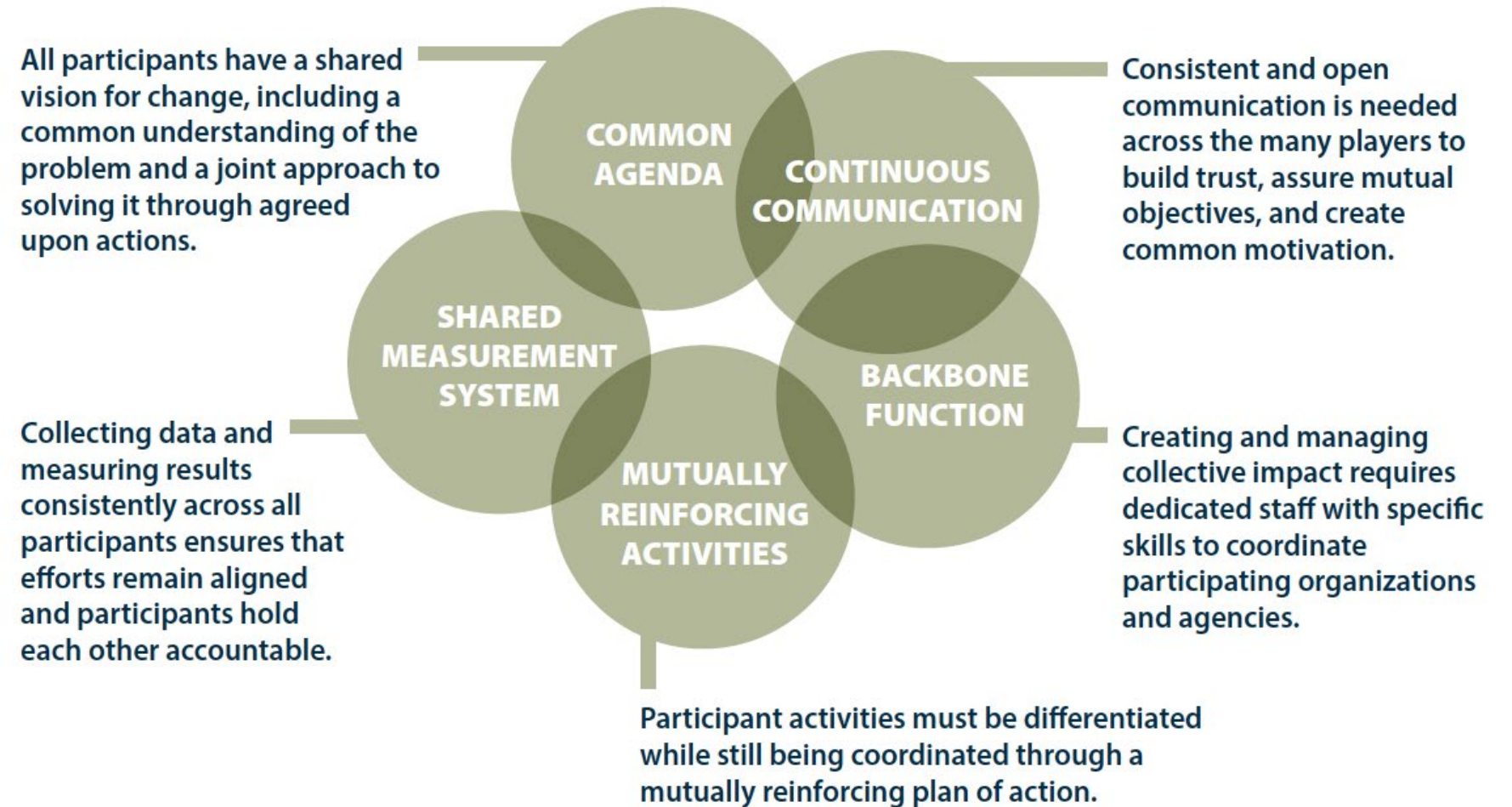
- Add Commons into existing Principal Developer master development lease or (2) separate Commons into new master development area and initiate RFP process to select new master developer for Commons
- Designate a recognized VA “champion” from VA to work with master developer(s) to advocate for project and eliminate roadblocks
- Confirm existing governance (e.g., HOA/CC&Rs, oversight board) is adequate long-term
- Evaluate existing Principal Developer Parcel Release schedule timing



Implementation

Veteran Engagement

- Attract additional and diverse Veteran voices
- Tap into the Southland Veterans' community for collaboration on Commons development
- Create a pop-up on site to gather ideas
- Continue to work with the Veterans Collective



Implementation

Legal

Seek legal determination or pursue new Federal legislation regarding ability to develop:

- Alternative uses such as hotels
- Mixed-use such as retail combined with housing



Implementation

Financing

- Given constraints with conventional financing, develop Commons financing strategy leveraging a variety of sources including:
 - Philanthropic and private grants
 - Federal / state / local grants, incentives, tax credits
 - Naming rights / signage and graphics / corporate sponsorship
- Ensure existing West LA lease revenues (e.g., Brentwood School, UCLA) stay locally to support West LA Campus redevelopment and services.



Implementation

- Use HOA to fund Commons operating costs
- Select qualified master retail operator to manage new retail and services at the Commons.
- Understand the role of VA Canteen and VA Canteen's ability to sublease to veteran-owned/aligned retailers
- Assess ability to integrate volunteer program into retail/services operations
- Evaluate ability to transition appropriate non-medical personnel and office uses from South Campus to North Campus to increase foot traffic and support new commercial uses
- Ensure adequate security/public safety costs are included in operating budget for Commons and North Campus





The Commons: Final Thoughts

Next Steps

- Any plan revisions/updates should not impede the progress of **increasing permanent supportive housing** on the North Campus.
- Assess **PEIS implications** related to Commons' alternatives
- Conduct comprehensive **mobility and parking plan**
- Accelerate historic **tree survey**
- Increase focus on **open space/landscape** including a landscape master plan
- Evaluate **site energy needs** and potential future technologies
- Assess outdoor **thermal comfort**
- Improve **site access**
- Evaluate and enhance **wayfinding and identity**
- Create **design guidelines** - site planning, architecture, open space, sustainability, signage
- Incorporate **social programming** to support mission purpose
- **Listen** to the Veterans

Value for Our Veterans





Thank You!



Mr. John Kuhn

DEPUTY MEDICAL CENTER DIRECTOR,
VA GREATER LOS ANGELES HEALTHCARE SYSTEM

Barriers to Existing Voucher Use

VCOEB, September 29, 2023

John Kuhn, LCSW, MPH
Deputy Medical Center Director

Barriers to Voucher Use

1. Background checks disqualify applicants.
2. Landlord discrimination.
3. Medical and mental health conditions of applicants.
4. The lease up process requires landlords to keep units vacant while voucher processes completed.
5. Inspection can create uncertainty resulting in repairs and delaying lease up.
6. Allowable FMR often below actual market rents.
7. Dealing with PHA bureaucracy.
8. VA processes.

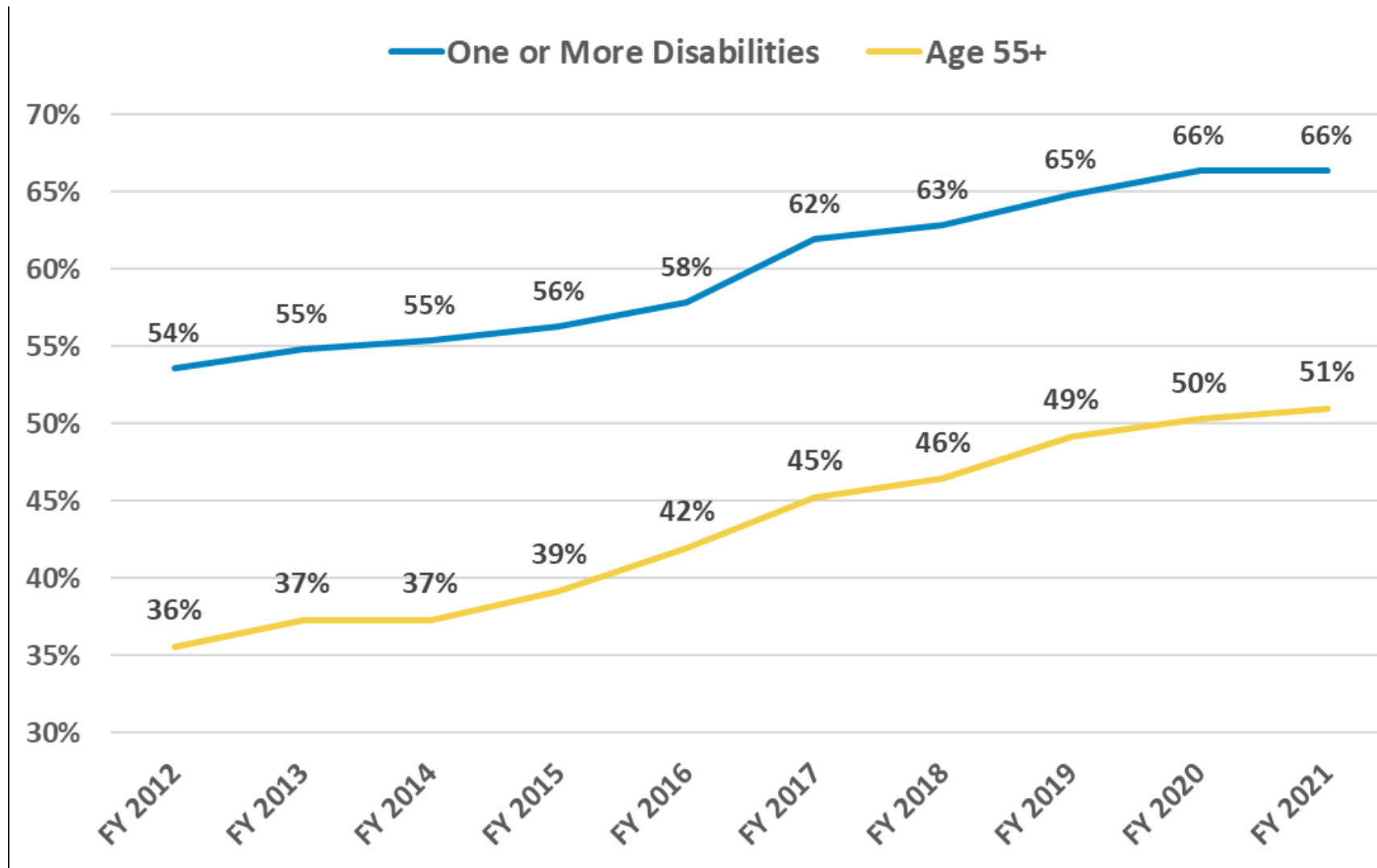


Demand for Affordable Housing

- California is the most expensive rental market in the country (*Out of Reach*, National Low Income Housing Coalition, 2023)
- State of Homelessness 2022, the Los Angeles Homeless Services Authority reports that everyday 207 homeless people are re-housed
 - *But, everyday, 227 fall into homelessness*



Veteran Homeless Population's Increasing Vulnerability



Source: SSVF FY 21 Annual Report, https://www.va.gov/HOMELESS/ssvf/docs/SSVF_Annual_Report_FY_21.pdf



Choose **VA**

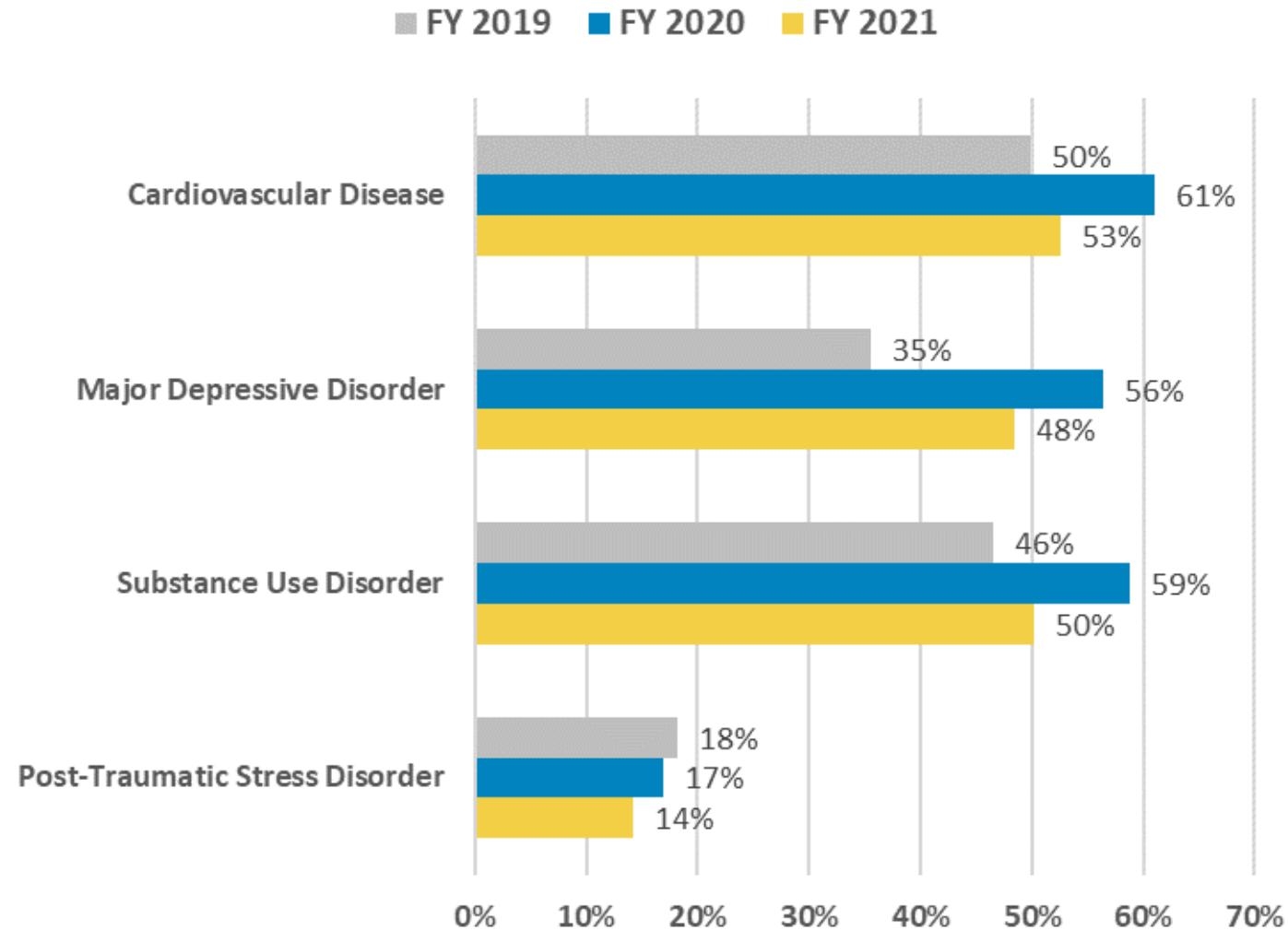
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VA



U.S. Department of Veterans Affairs

High Rates of Serious Medical and Mental Health Needs



% represents
rates all Veterans
served in SSVF



Choose **VA**

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U.S. Department
of Veterans Affairs

Engagement

- Establishment of emergency housing call center
- Reconstituted outreach team cleared Eisenhower encampment
- Move Welcome Center to bldg. 402
- Alternate Ride Share program re-established after loss of 4201 funding
- Exploring screening revisions to lower ABH barriers



HUD Waivers Announced

*Will reduce barriers to application/acceptance process.
PHAs announced implementation August 21. Stems from
GLA request to PHAs and HUD on March 9.*

- Extends 60-day document time-outs to 120-days
- Permits self-certification for income, DOB, & disability
- A valid social security card is no longer required, and alternate ID is acceptable to validate SSN



OneTeam Philosophy

- VA's alphabet soup of homeless programs: HCHV, GPD, SSVF, HUD-VASH, VJO, HVCES, CWT, CRRC, HPACT.
- Program-centered designs are inherently inefficient, targeting resources based on the Veteran's point of entry. The shift to a Veteran-centered approach is needed.
- Rather than asking "What can the program offer the Veteran," asks, OneTeam asks, "What does the Veteran need."



Implementation of OneTeam

1. Establish a team structure that is streamlined and responsive so that all available and appropriate resources can be blended into a housing and service plan.
2. Identify all Veterans experiencing homelessness using a quality by name list (BNL) and updating of the BNL to reflect changing status and service plans.
3. Ensuring all Veterans are triaged to a housing pathway and can come inside immediately if unsheltered.
4. After triage, ensuring referrals are clear, transparent and accountable, using co-enrollments to ensure coordination and provision of needed care.
Formalize intentional bridges between SSVF and HUD-VASH to accelerate placements into permanent housing.



Retention of Housing/Prevention

- Single Stop access, <https://app.singlestop.org/vaglahs>.
- Online screener that provides immediate eligibility results for a range of federal and state benefits
- HHS states 30-70% of those eligible do not obtain benefits
- RAND (2011) reports that more than 40 percent of Veterans lack understanding of benefits available to them.



Full List of Benefits Screened For

FEDERAL	CALIFORNIA
<ul style="list-style-type: none">• Pell Grant• Lifetime Learning Credit• Affordable Connectivity Program• Earned Income Tax Credit• Child Tax Credit• School Lunch Program No Cost• School Lunch Program Low Cost• Free Tax Preparation	<ul style="list-style-type: none">• CalFresh• Medi-Cal• Medi-Cal for Children• Medi-Cal Adults• Medi-Cal Seniors• Low-Income Home Energy Assistance Program• Medi-Cal Access Program for Pregnant Women• Medi-Cal Pregnant Women• Medi-Cal Immigrants• Emergency Medicaid• Subsidized Qualified Health Plan• Earned Income Tax Credit• Women, Infants & Children

How To Get Started

Scan the QR code to the right or visit the URL below!

<https://app.singlestop.org/vaglahs/>



Choose VA

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U.S. Department
of Veterans Affairs

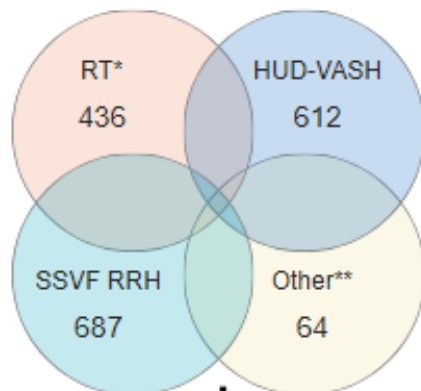
Benefits Of Master Leasing

1. Creates an on-demand supply of apartments.
2. Background checks will not disqualify applicants.
3. Eliminates landlord discrimination.
4. The lease up process is faster and there is less uncertainty.
 - a. Rejections for housing adds to the experience of learned helplessness.
 - b. Standard lease up processes extends periods of homelessness.
5. Master leasing can be used to facilitate shared housing, expanding the housing market. Leasing a multi-bedroom unit or house that does not have to be filled all at once allows the service provider more options to identify affordable housing.



Permanent Housing Placements

Shared Placements
Includes single PHPs where
programs overlap



De-duplicated PHPs
1,193

Unique Veterans Housed

1,171

YTD '22

884

(V22) (691) Greater Los Angeles, CA HCS

Data as of August 2023

Goal
Unique Veterans

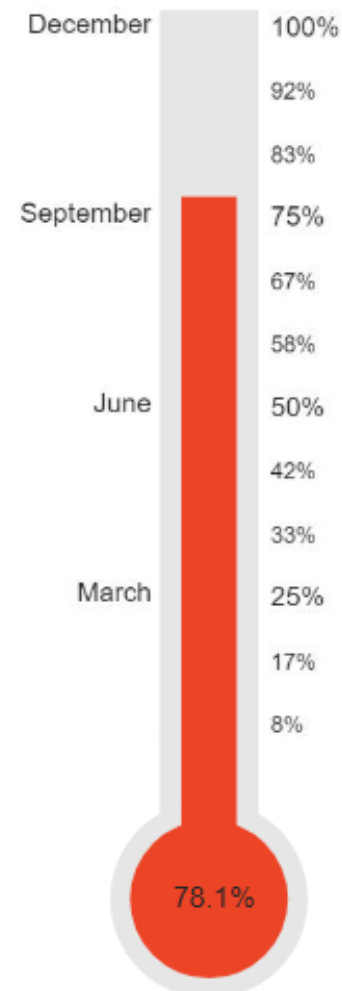
1,500

Unique Veterans
needed per month
to reach goal

82

Remaining
Veterans needed
to house

329



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VA



U.S. Department
of Veterans Affairs



Dr. Michael Green

DIRECTOR, THRIVE

Dr. Steven Simon

CHIEF OF STAFF

VA GREATER LOS ANGELES HEALTHCARE SYSTEM

Rehabilitation
R&D Center on
Enhancing
Community
Integration for
Homeless
Veterans

Short name: THRIVE (Toward Homeless Recovery and Integration for Veterans)

Funded in 2020
Recently renewed until 2030

Director: Michael Green, PhD

Assoc Directors: Sonya Gabrielian, MD and Stephen
Marder, MD



RR&D Center on Enhancing Community Integration for Homeless Veterans

THRIVE Rationale



Encouraging news

- Although homelessness among Veterans is a big problem, progress is being made by the VA.
 - For example, HUD-VA Supportive Housing (HUD-VASH).
- The number of homeless Veterans nationally dropped by roughly 55% since 2009.

Not so encouraging news:

- Los Angeles County still has the largest number of homeless Veterans in the US (about 4,000).
- Permanent housing is a necessary, but not sufficient, condition for community integration.
- We now know that providing housing and VA services, on average, does not improve Veterans' community integration (i.e., social, family, work).

RR&D Center on
Enhancing
Community
Integration for
Homeless
Veterans

**THRIVE
Rationale**



VA Research Currents

Feb 2022

Feature on THRIVE entitled “Help Beyond Housing”

- *If housing is first, the question naturally becomes ‘what’s next?’*
- In fact, VA’s work is far from done once a Veteran has shelter because Veterans can feel isolated in a new environment.
- *“we must understand the factors holding them back from integrating into their communities and address these factors to help Veterans thrive in their new neighborhood.” Dr. Jack Tsai, Research Director for the VA National Center on Homelessness among Veterans*

THRIVe

Mission Statement

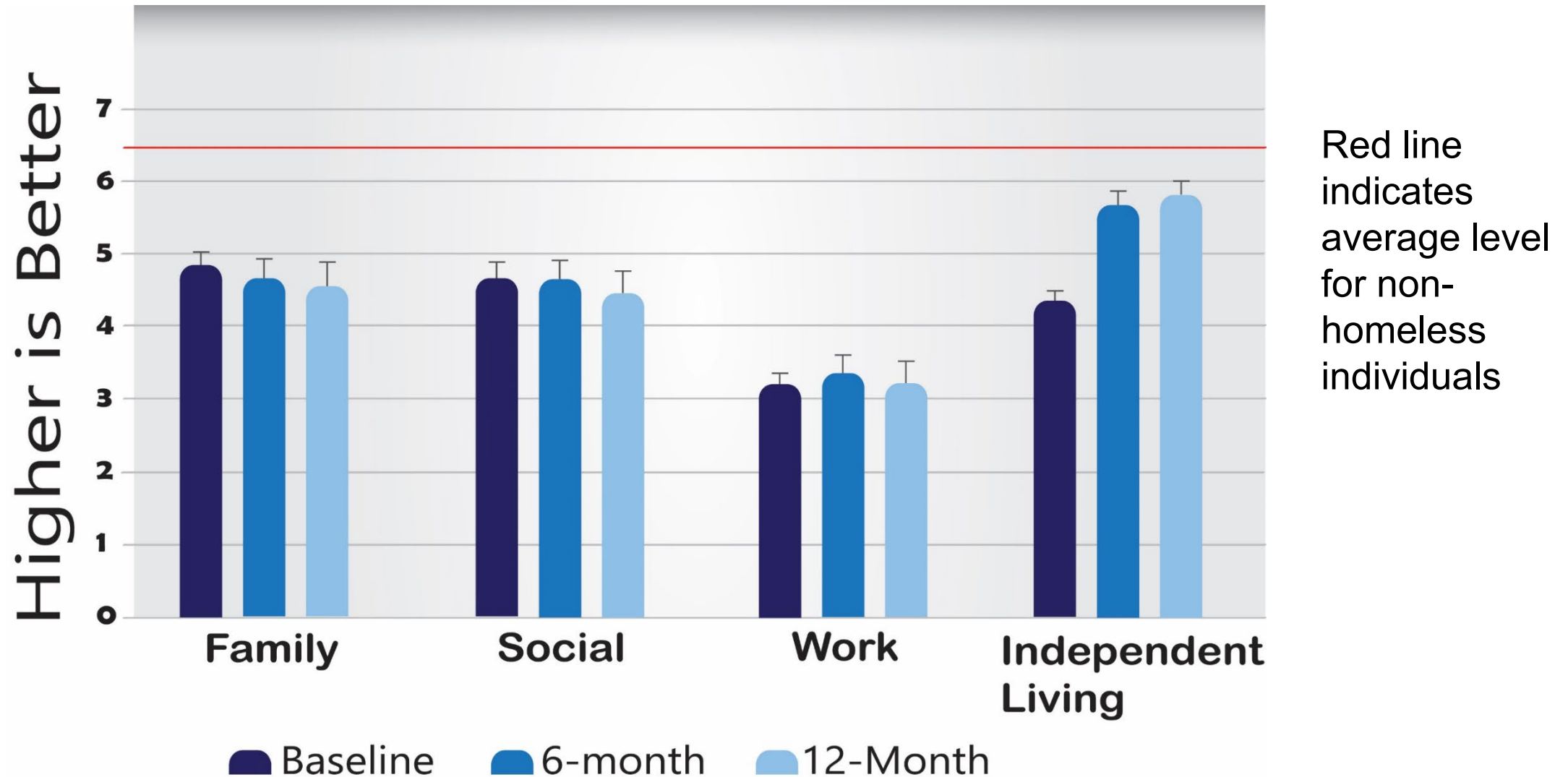
The Mission Statement

To understand and to improve community integration in homeless-experienced Veterans (HEVs).

- **The overall goal of THRIVe is to improve the daily lives of Veterans who have experienced homelessness by:**
 - Understanding the determinants and mechanisms of community integration
 - Considering environmental factors that influence community integration
 - Developing and validating interventions that enhance community integration for these individuals



The Problem: Community Integration Before and After Housing Attainment over 12 Months



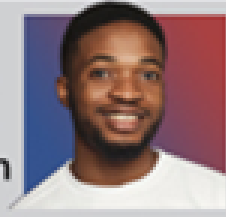
THRIVE

Case Study

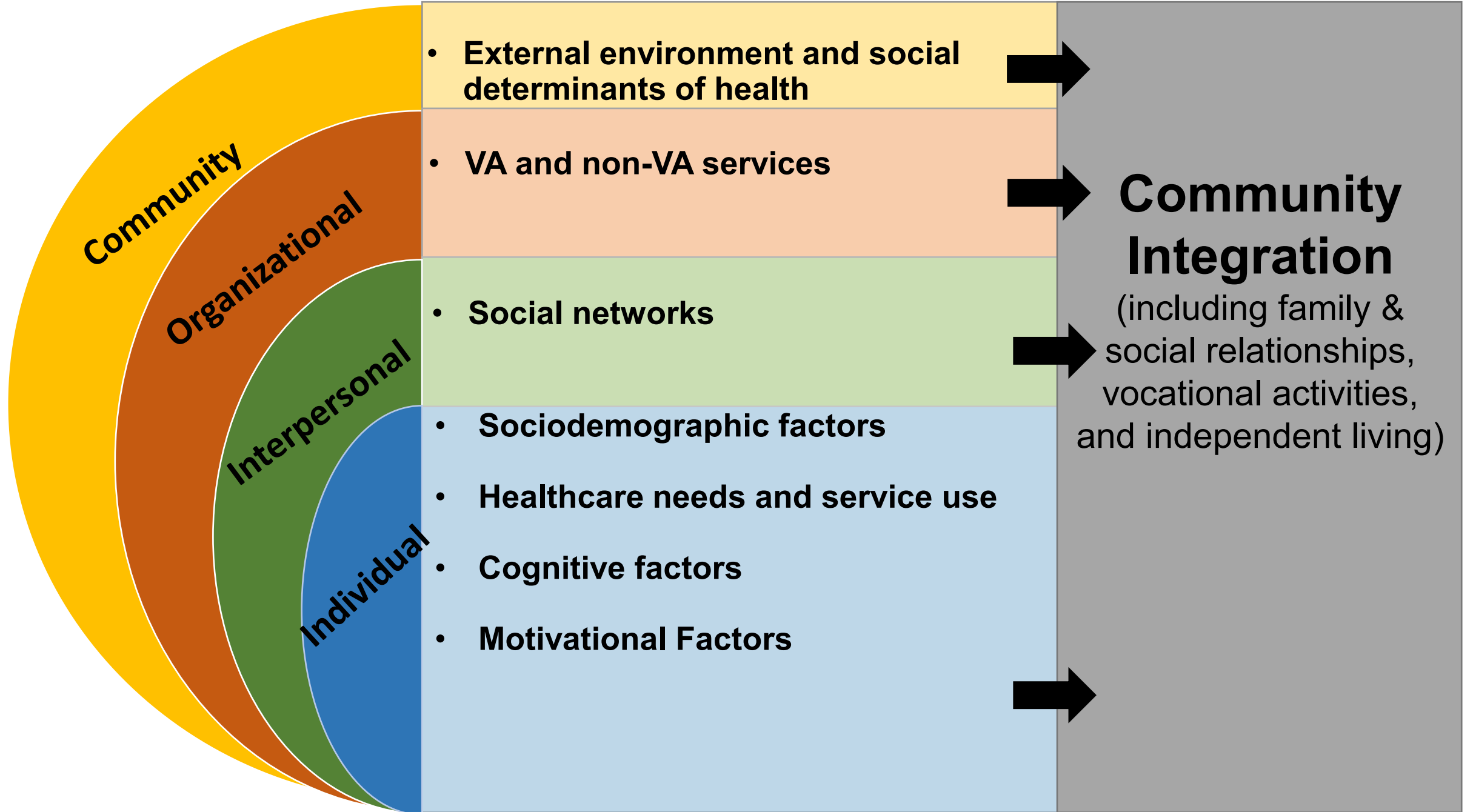


Case study: Xavier

Xavier
29-year-old
Air Force Veteran



Xavier is a 29-year-old Air Force Veteran with schizophrenia and amphetamine use disorder. After an extended period of street homelessness, he was hospitalized and conserved, and achieved good stability on injectable antipsychotics, intensive case management supports, and engagement in an outpatient program for substance use disorders. His case managers worked closely with him to help him find an independent apartment that he could afford using his service connection payments. However, after he moved into housing, Xavier remained socially isolated, estranged from family, and without vocational pursuits, despite active treatment engagement.



THRIVE Conceptual Model

THRIVE

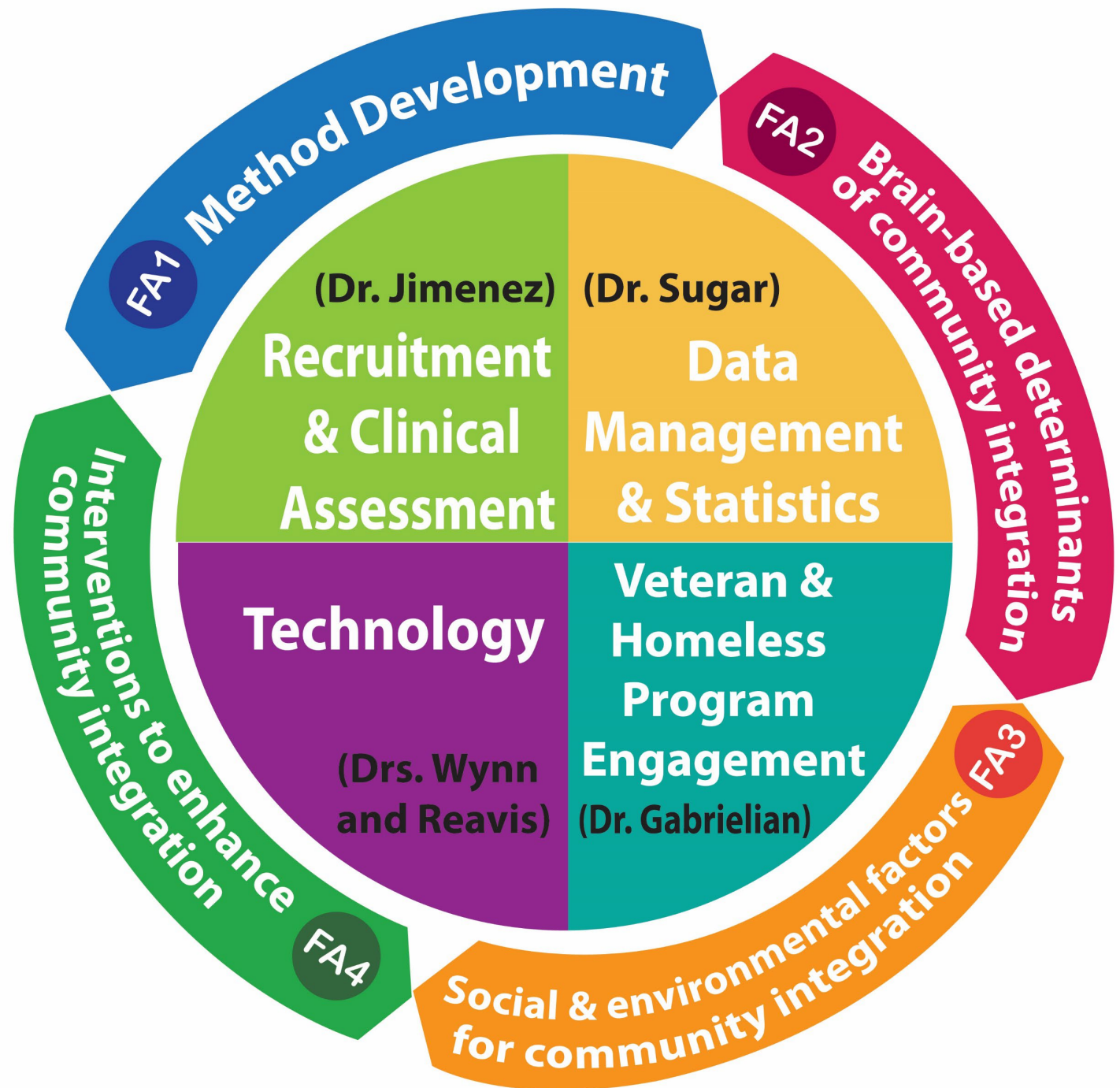
Uniquely Diverse Research Team



The Center includes VA investigators with a broad range of research expertise that can be applied to questions concerning the study of the homeless-experienced Veterans:

- Psychosocial interventions, including psychiatric rehabilitation
- Cognitive and affective neuroscience, including social cognition
- Electrophysiology and neuroimaging
- Neuropsychology
- Targeted therapies, including cognitive behavioral therapy and family interventions
- Clinical psychopharmacology
- Urban planning and social work
- Health services and implementation science

THRIVE Cores and Research Focus Areas



THRIVE

Recovery-focused Interventions

THRIVE is supporting development of multiple interventions to enhance community integration, including:

- Motivational Interviewing and CBT
- Family reconciliation intervention
- Trial of remote intervention: MI-CBTech
- Adapting phone buddy system for HEVs
- Medication-facilitated interventions to enhance social interest in HEVs



Illustrative example of translational research to service implementation

- 1) Discovery about community integration leading to a
- 2) Novel Intervention, leading to a
- 3) New Staff Training Program



Discovery:

In two independent longitudinal studies we found that the best personal predictor of future community integration was motivation – self-reported motivation and motivational beliefs.

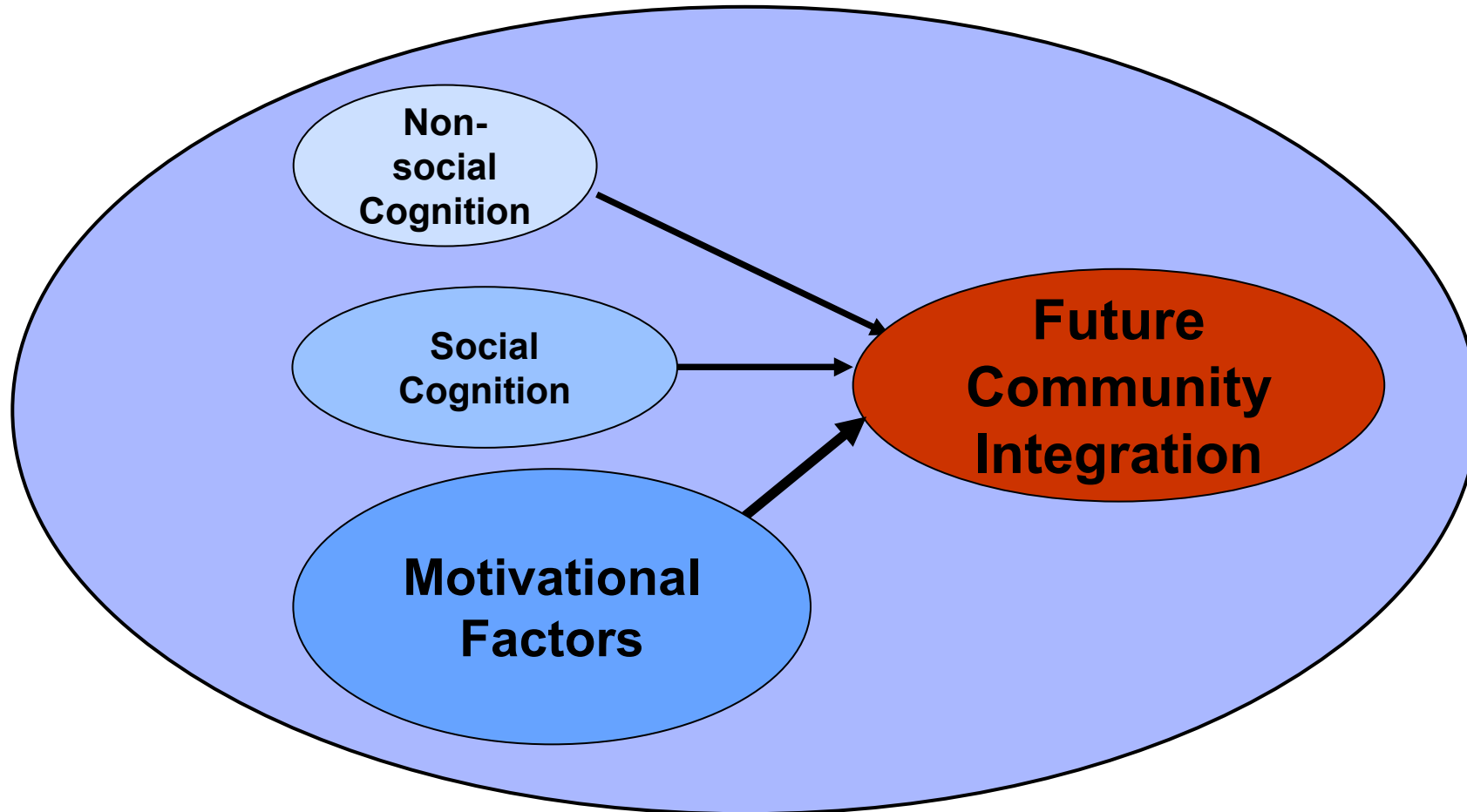
Validating a Novel Intervention:

Combination of two psychosocial interventions: Motivational Interviewing (MI) and Cognitive Behavioral Therapy (CBT).

Staff Training:

Training in Motivational Interviewing for GLA providers who serve homeless Veterans.

Discovery: the strongest personal predictors of future community integration were motivational



Novel Psychosocial Intervention for Motivational Deficits: MI-CBT

Motivational Interviewing (MI)

Evidence-based approach for motivating new behaviors and maintaining behavioral changes in a wide range of clinical populations.

A collaborative, guiding conversational style used for strengthening intrinsic motivation and commitment to change.

MI can facilitate Cognitive Behavioral Therapy (CBT)

Specifies strategies to **build client's motivation** to do the work of CBT

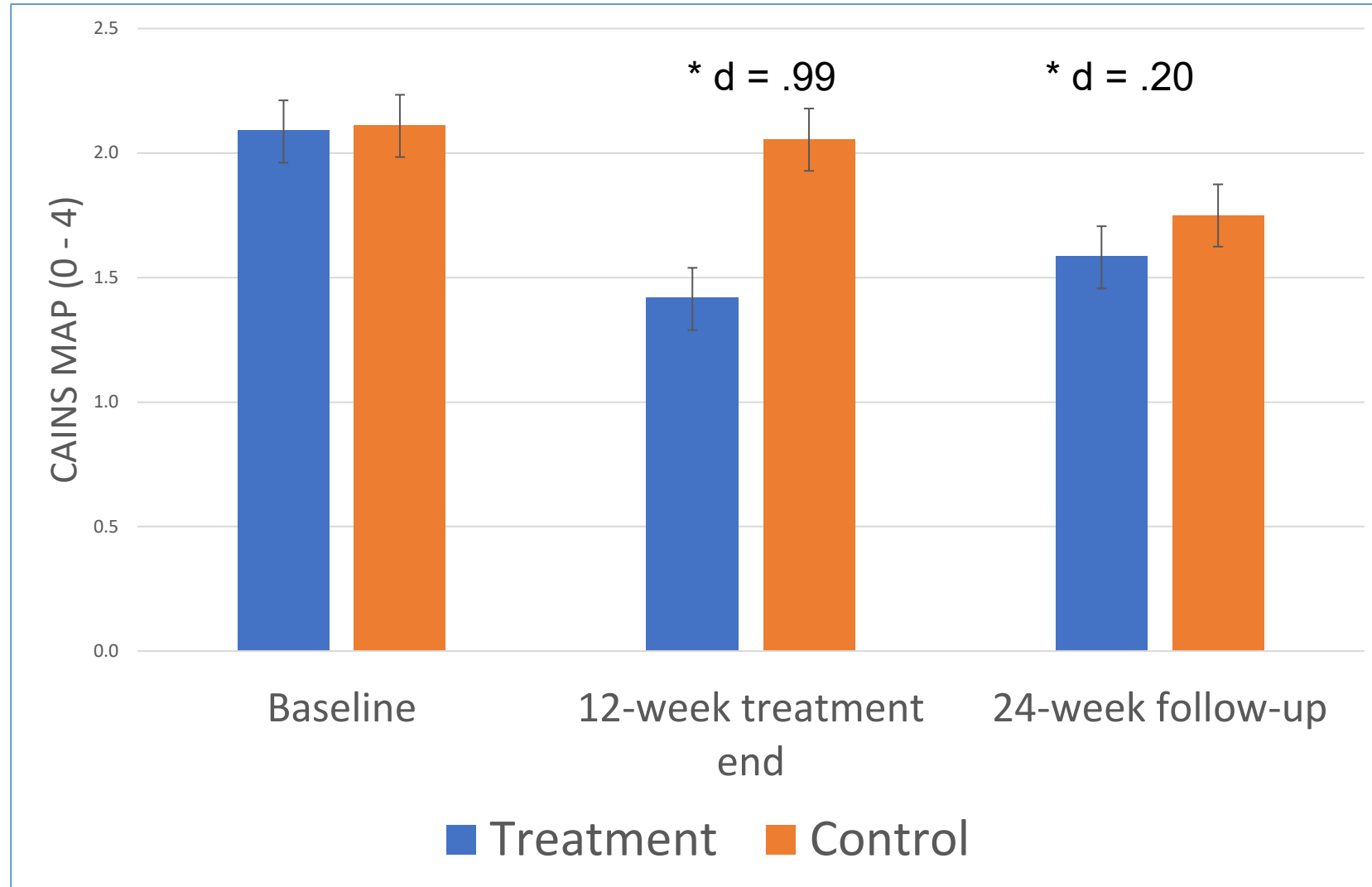
Focuses on the therapist's **relationship with the client** as a collaborative partner

Emphasizes **strengthening motivation at outset** and while making changes.

CBT

Identifying and addressing negative thought patterns (“Nothing will ever work out for me”), behaviors (avoiding rather than approaching difficult situations), and skills deficits (poor problem-solving) to achieve personal goals

Reduction in Motivational Deficits in Veterans with Schizophrenia (MI-CBT)



Significant group by time interactions for acute tx effect and for durability.

N= 79

Study included a biological measure of effort (pupillary dilation) which showed tx effect.

Reddy et al.
Am J Psychiatry,
2023

Adapting MI-CBT to homeless-experienced Veterans (during a pandemic)

Modifications made to the MI-CBT Intervention for HEVs

- Expanded from group to individual intervention to accommodate different schedules and location of Veterans who are recently-housed
- Transdiagnostic approach with a recognition that many participants have significant mental health and substance use disorders, but keep intervention focus on improving functioning “in real life” rather than on symptoms
- Offer the MI-CBT treatment in-person and virtually, according to preference of Veteran
- Encourage Veteran to set *personally meaningful* goals related to **community integration** and offer support and problem-solving techniques to overcome obstacles
- Provided well-developed tools to help participants grasp key concepts more easily and stay organized

Just completed a controlled trial in HEVs



Training on Motivational Interviewing (MI) for GLA Homeless Program Staff

- GLA homeless program leadership expressed enthusiasm for THRIVE intervention developments in this area.
- Training and implementation support for GLA service providers is ongoing, and includes a two-day intensive training followed by six months of biweekly case consultation.
- Providers included are from diverse GLA programs serving homeless Veterans, including the (Domiciliary), Psychosocial Rehab and Recovery Center (PRRC), and the Homeless-Patient Aligned Care Team (H-PACT).
- The aim of this phase is to help GLA providers implement MI to enhance community integration.



Next Phase of Training for GLA Homeless Program Staff

- Going forward, we will develop customized training materials.
 - These will include a website Toolkit with training videos, articles, case examples, and recent publications
 - Grow a community of practice on MI/CBT through virtual trainings, case consultation, listserves, and a provider discussion board.



THRIVE: Emerging Research Directions

- Race, ethnicity, and community integration
- Exploring and strengthening family relationships
- Interpersonal synchrony and motivation to engage socially
- Remote intervention for transitions out of homelessness
- Mobile phone social support from peers
- Social networks and substance use disorder outcomes
- Social psychopharmacology



Jerry Orlemann	4:00 p.m.
Shirrell Mccarey	4:05 p.m.
Rob Reynolds	4:10 p.m.
	4:15 p.m.
	4:20 p.m.
	4:25 p.m.
	4:30 p.m.
	4:35 p.m.
	4:40 p.m.
	4:45 p.m.
	4:50 p.m.
	4:55 p.m.

21st VCOEB
Registered Public Comment
28 September 2023

When the DFO turns his name card on its end, it signifies **1-minute** remaining



End of Day Wrap Up

ADJOURN

21st Veterans and Community Oversight and Engagement Board (Day 2)

WELCOME

21st VCOEB

Rules of Engagement

- ▶ To the greatest extent possible please hold all questions until the presentations are complete.
- ▶ The Chair will ask for questions and/or comments throughout the meeting.
- ▶ Turn your name card on its end to signify to the Chair your desire to provide comment or ask a question.
- ▶ Allow DFO/VCOEB Chair to yield the floor to you prior to speaking
- ▶ Please help our minute takers and identify yourself prior to speaking
- ▶ Allow the DFO support team to provide a microphone to you prior to speaking (This meeting is being broadcast via WebEx)
- ▶ **Note: This meeting is being recorded.**

21st Veterans and Community Oversight and Engagement Board

Join via WEBEX (Friday, September 29, 2023)

Join From Meeting Link

<https://veteransaffairs.webex.com/veteransaffairs/j.php?MTID=me46251dfcb4b4cc246c3eed70f06330f>

Join by Meeting Number

Meeting number (access code): 2761 269 5365

Meeting password: FJqx7Jb5X@5

Join by video system:

Dial [27612695365@veteransaffairs.webex.com](tel:27612695365@veteransaffairs.webex.com)

You can also dial 207.182.190.20 and enter your meeting number.

Join by phone:

14043971596 USA Toll Number

Access code: 276 126 95365

Need help? Go to <https://help.webex.com>.



Lt GEN (R) John D. Hopper

CHAIR

VETERANS AND COMMUNITY OVERSIGHT AND ENGAGEMENT BOARD



Mr. John Boerstler

CHIEF, VETERANS EXPERIENCE OFFICE



Dr. Keith Harris

SENIOR EXECUTIVE HOMELESSNESS AGENT (GREATER LOS ANGELES)

OFFICE OF THE SECRETARY



Mr. Robert Merchant

MEDICAL CENTER DIRECTOR

VA GREATER LOS ANGELES HEALTHCARE SYSTEM



Mr. Brett Simms

EXECUTIVE DIRECTOR

OFFICE OF ASSET ENTERPRISE MANAGEMENT

Critical Considerations

- The current list of parcels selected for development and scheduled for release represents the culmination of 7+ years of data-gathering, assessment, analysis, and planning
- This process continues to be iterative, accounting for myriad considerations such as WLA Campus conditions, environmental & historic due diligence, legislative authority, infrastructure, transportation/traffic flow, access to services & care on the WLA Campus, and many more; and, has included engagement with and incorporated input from:
 - Veteran Community
 - VA Greater Los Angeles Healthcare System (GLAHS)
 - Developer Teams
 - VA Office of Asset Enterprise Management (OAEM)
 - VA Office of Construction Facilities Management (CFM)
 - VA Office of General Counsel (OGC)
 - Contractor/Consulting Subject-Matter Expert Support for VA & Developer
 - Los Angeles Community
- VA's role included collecting input from these internal & external stakeholders, analyzing & translating that data, and working with our development partners to produce the Parcel Release Schedule (Placemat). That placement accounts for the litany of factors, prioritizes the expeditious development of housing, and prevents the disruption of access to care & services for Veterans and their Families

WLA Campus EUL Rationale for Parcel Selection | Overview

Key Efforts

2016 | WLA Leasing Act & Draft Master Plan

- The West Los Angeles Leasing Act of 2016 was signed into law and the Draft Master Plan (DMP) was finalized, establishing the foundational framework for redeveloping the WLA Campus
- All 388-acres of the WLA Campus were assessed and analyzed, resulting in 95 Parcels across the entire Campus for consideration

2017 – 2019 | Programmatic Environmental Impact Statement (PEIS)

- The PEIS culminated in 2019 with the release of the Record of Decision (ROD), overviewing the analysis of contemplated options for developing supportive housing on the WLA Campus

2018 – 2022 | Selection of Principal Developer Team

- In 2018, following a competitive solicitation process, the Principal Developer (PD) Team was selected. In 2022, VA and the PD executed an EUL to codify the development requirements for no fewer than 900 units on the WLA Campus

2022 | Updated Master Plan

- The 2022 Master Plan represents the culmination of 5+ years of analysis, outreach, due diligence, and studies, resulting in establishing a goal of 1,200 Units of Supportive Housing and subsequent Phasing Plan

2023 | Continued Assessment & Compression

- VA and its development partners continue to review feasibility and develop recommendations for implementation adjustments, if any, to ensure expedient housing and continued quality care at the WLA Campus
- As of September 2023, there were 25 parcels identified for the development of supportive housing for homeless and/or at-risk Veterans and their families

Aligning Key Efforts & Critical Considerations

- As efforts like the PEIS and 2022 Master Plan Update progressed, VA continued working with key stakeholders to identify which of the 95 parcels represented in the 2016 DMP were viable for release
- One significant change during this process was to remove the South Campus from consideration in order to maintain housing and support services for Veterans in single area of campus.
- This was reflected in the Principal Developer (PD) Request for Qualifications (RFQ) issued in 2018 and codified the PD EUL executed in 2022:
 - Under the EUL, VA will turnover certain assets on the WLA Campus to the PD for the development of permanent supportive housing and may include the following assets on the area of the WLA Campus north of Wilshire Boulevard: Buildings 13, 113, 114, 115, 117, 156, 157, 158, 206, 210, 233, 236, 256, 257, 258, 306, 337, 340, 342, 346; and Parking Lots 18, 20, 21, 38, 48 and 49*
- VA also evaluated other activities on the Campus including areas identified for Medical Center Operations, Columbarium Expansion Project, etc., as well as parcels under lease or land use agreement – all of which could impact availability of parcels



January 2016 DMP Parcel Plan

VAGLAHS Critical Considerations

- Completion of necessary feasibility studies, surveying, environmental assessments, historical preservation due diligence, and legal analysis
- Existing condition of each parcel and the turnover work necessary prior to the release of a parcel to the developer
- Existing conditions of WLA Campus' infrastructure & utilities and the phasing of required upgrades to sustain all contemplated development
- Concurrent VAGLAHS work, including major & minor construction and non-recurring maintenance, having a direct impact on turnover readiness
- Prevention of disruption to delivery of quality care & access to healthcare for Veterans visiting the Campus and the VA staff supporting them
- Availability of parking and preventing traffic flow impacts for Veterans and VA staff
- Establishing construction laydown areas to support construction activities on Campus

Developer Critical Considerations

- Completion of necessary feasibility studies, surveying, assessments, and/or due diligence for each parcel / project
- Ability to complete tasks required by each Lease Agreement, including submission of draft development plans, design plans, operations & maintenance plans, and tenant selection plans
- Availability and approval of funding including but not limited to California Debt Limit Allocation Committee (CDLAC), California Tax Credit Allocation Committee (CTCAC), and others
- Ability to secure U.S. Department of Housing and Urban Development-VA Supportive Housing (HUD-VASH) vouchers
- Availability and access to construction laydown space, parking for general contractor staff



Mr. Franklin True

FIRE DEPARTMENT PROGRAM MANAGER

Office of Occupational Safety and Health


VA Fire Departments

“Fulfilling Lincoln’s Promise”





Overview

- Introduction
 - Criteria For Fire Protection
 - Typical VA Fire Department
 - Additional Capability's
 - Questions
- 

Franklin True

VHA Fire Department Program Manager

Introduction



Fire Fighter since 1987

Federal Firefighter 2001

VA Fire Chief 2005

VHA Program Manager 2016

NFPA Technical Committee


Franklin True

VHA Fire Department Program Manager



Fire Protection Criteria

To be considered adequate for the protection of a VA medical facility in which patients are housed overnight, a non-VA fire department must.



Fire Protection Criteria

- Provide a fire station within 3.5 miles travel distance of an entrance to the VA medical facility.
- Respond with at least one pumper fire apparatus with a minimum capacity of 1,000 GPM that is equipped with hoses and other accessories complying with NFPA 1901.

Fire Protection Criteria

- Respond to the VA medical facility with a minimum of four trained, full time professional firefighters on duty.


NOTE: The firefighters are permitted to arrive on more than one vehicle; however, the first four responding firefighters must be located within the 3.5-mile travel distance as stated above.

- Have adequate staff and equipment to respond to a second alarm.

A large red circle on the left side of the slide, partially cut off by the edge.


Fire Protection Criteria

If municipal firefighting service is not available in accordance with the criteria stated earlier, a contract for such services may be entered into with any fire department or firefighting organization which meets the requirements.

A decorative purple line in the bottom right corner, consisting of several short, curved segments.



Fire Protection Criteria

- When firefighting services, as described are not available, the VA medical facility must establish, train, and maintain a VA Fire Department.
- 



VA Fire Departments



VA Fire Department Locations

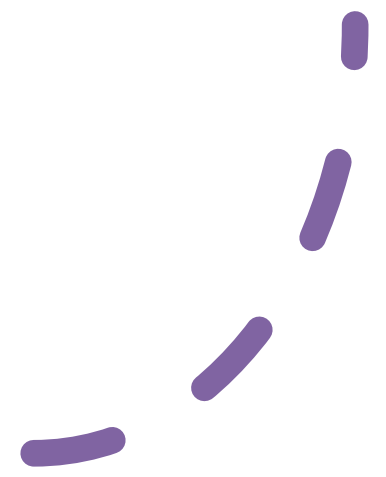
- Togus, ME
- Canandaigua, NY
- Bath, NY
- Castle Point, NY
- Montrose, NY
- Lyons, NJ
- Northport, NY
- Butler, PA
- Coatesville, PA
- Martinsburg, WV
- Perry Point, MD
- Tuskegee, AL
- Chillicothe, OH
- Battle Creek, MI
- Tomah, WI
- Alexandria, LA
- North Little Rock, AR
- Fort Harrison, MT
- Hot Springs, SD
- Fort Meade, SD





VA Fire Departments

Typical VA FD staffing:

- 14 Fire Fighters plus Fire Chief if 56/60 hour tour of duty, less if 72 hour tour.
 - Minimum of 4 FFs per shift
- 



VA Fire Departments

With Typical VA FD staffing:

- The estimated annual salary costs are 1.5 to 2 million dollars per FD.
- Costs vary with staffing levels, pay grades and locality pay.
- *Fire Engine cost 500k.
- *Ambulance cost 350k.


**Depending on options*





VAFD Capability's

To offset the costs,
VA Fire Department provide
additional services to the
medical center other than
Fire Suppression.

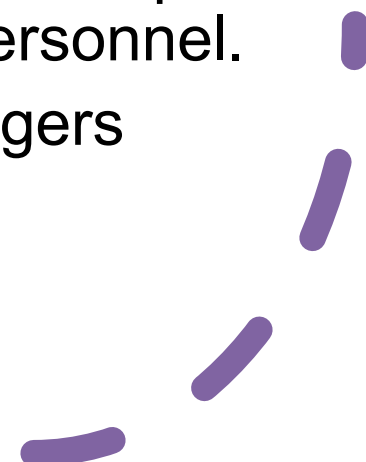


Additional Functions that VA Fire Departments Provide

- Provide the following services:
 - Emergency response services (other than fire)
 - ALS/BLS Ambulance Transport Services (on and Off station)
 - Hazardous Materials Technician Level Response
 - Technical Rescue Services (Elevator & Confined Space Rescue)
 - Fire protection system Inspection, Testing, and Maintenance JC EC-2.3.5
 - Fire Alarm Systems
 - Fire Sprinkler Systems
 - Fire Extinguishers
 - Exit Signs
 - Fire Doors
 - Fire Hydrants
 - Fire prevention services
 - Building Inspections
 - Interim Life Safety Measures
 - Fire safety services
 - Fire Safety Training for VA Staff
 - Performance of Fire Drills
 - Other Services
 - Engineering Service Calls
 - Hot Work, Penetration, Confined Space Entry and High Risk Hazard Permits
 - Hospital Decontamination Team Training
 - Patient Search Response



Additional Functions that VA Fire Departments Provide

- Code Enforcement and Inspection
 - mutual aid response commitment
 - Department personnel manage Dual Use Vehicle operations
 - Personnel are trained in wheel-chair and specialty use vehicles for transport.
 - A close working relationship with FMS Grounds personnel.
 - Co Emergency Managers
- 



Additional Functions that VA Fire Departments Provide

- Technical Rescue
- Water Rescue
- Trench Rescue
- Hi Angle/Low Angle Rescue
- Confined Space
- Elevator Emergency's
- Water Rescue





Thank You
Franklin True
207-446-1729

Questions??





Ms. Sally Hammitt

CHIEF, COMMUNITY ENGAGEMENT AND REINTEGRATION SERVICE (CERS)

ONE TEAM CO-CHAIR

Mr. James Zenner

DEPARTMENT OF VETERANS AND MILITARY AFFAIRS

ONE TEAM CO-CHAIR

Chris Gilrath

SALVATION ARMY, SSVF GRANTEE

ONE TEAM CO-CHAIR

One Team

Chris Gilrath, SSVF Program Manager, Salvation Army

Sally Hammitt, Chief, VA Community Engagement & Reintegration Service

James Zenner, Director, LA County Department of Military and Veteran Affairs

Greater Los Angeles Efforts to End Veteran Homelessness

Mission Statement: *“To end Veteran homelessness in LA by creating a coordinated, efficient and effective system that moves Veterans from homelessness to housing.”*

Values

- Veteran Centered- Recognizing their experiences, needs and desires.
- Ease of use- processes should be easy to navigate
- Rapid provision of services- Minimal barriers, few delays to housing.
- Housing focused- Housing ends homelessness

Principles to lead our work

- Create a high functioning homeless crisis response system.
- Embed Racial Equity into all aspects of the system.
- Increase utilization of VASH and maximize all Veteran housing resources, including the array of SSVF options.
- Effective communication and data-transparent and used for decisions



One Teams Mission Statement and Goals

Mission Statement: *“To end Veteran homelessness in LA by creating a coordinated, efficient and effective system that moves Veterans from homelessness to housing.”*

Overall Goal: Act as One Team to identify all Veterans experiencing homelessness; triage them quickly to a housing resource; and use case conferencing, navigation, and intentional bridges to rapidly place Veterans into permanent housing.

1. Establish a strong team structure that is streamlined and action oriented.
2. Identify all Veterans experiencing homelessness using a quality by name list.
3. Ensure all Veterans are triaged to a housing pathway and can come inside immediately if unsheltered.
4. After triage, ensure referrals across programs are clear, transparent and accountable.
5. Formalize intentional bridges between SSVF and HUD-VASH to accelerate placements into permanent housing.

One Team Structure

One Team Veterans Leadership Team (Fridays 12pm)

Oversees system-level goals to end Veteran homelessness. Initial priorities include the tasking for the below committees. Weekly meetings to start.

Tri-Chairs: Sally (VA), Jim (LA County), Chris (SSVF-Salvation Army)

Communication: Tri-Chairs will task committee chairs; committee chairs will attend One Team Leadership meetings to share progress, challenges and needs with leadership team

One Team Committees

Access & Triage

Chairs: Deborah (VA) Nancy (VPAN)

SSVF + HUD VASH Collaboration

Chairs: Vangie (VA)+ Brandi (SSVF)

By Name List Refinement

Chairs: Gen (LAHSA) + Maggie (VA)

Data & Performance

Chairs: Gen (LAHSA) + Angira (VA)

Communication: LAHSA (Gen) will communicate taskings to SPA-Co-leads; VA CE specialist (Ray) will communicate tasking to Outlying Areas co-leads. Co-leads will attend One Team Leadership once/month to share successes, challenges and needs for the One Team Leadership Team.

One Team Case Conferencing Groups

By SPA or geography; case conference Veterans to integrate care and end their homelessness crisis

One Team Committees' Role



Committees build the **infrastructure** needed for an integrated system, or the roads we need to drive on; they do not coordinate direct services for individual Veterans. Examples are:

- Processes
- Policies & Procedures
- Workflows
- Performance improvement approaches
- Training

One Team Case Conferencing Group



Case conference groups coordinate care on a Veteran or client level to ensure every Veteran has as pathway out of homeless and integrated care coordination by using a housing focused case conferencing process and an updated and complete By Name List.



Choose **VA**

VA



U.S. Department
of Veterans Affairs

Recipe for A One Team



Data & Performance: We can closely monitor in real-time our inflow, outflow, permanent housing placements, returns and what stage every Veteran in Greater Los Angeles is on their housing journey



Access + Triage

All frontline staff across greater Los Angeles would use the same tool, information and decision tree to present to Veterans an array of immediate housing and shelter options.

Referrals to housing and shelter would be tracked in a central database or list to ensure they are accountable and successful.

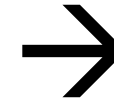


By Name List & Case Conferencing

Our by name lists include all Veterans experiencing homelessness, in real-time, in our geography.

Staff working with each Veteran update the list to show exactly where a Veteran is on their housing pathway on a weekly basis (engagement, triage, referral to housing, searching or lease up).

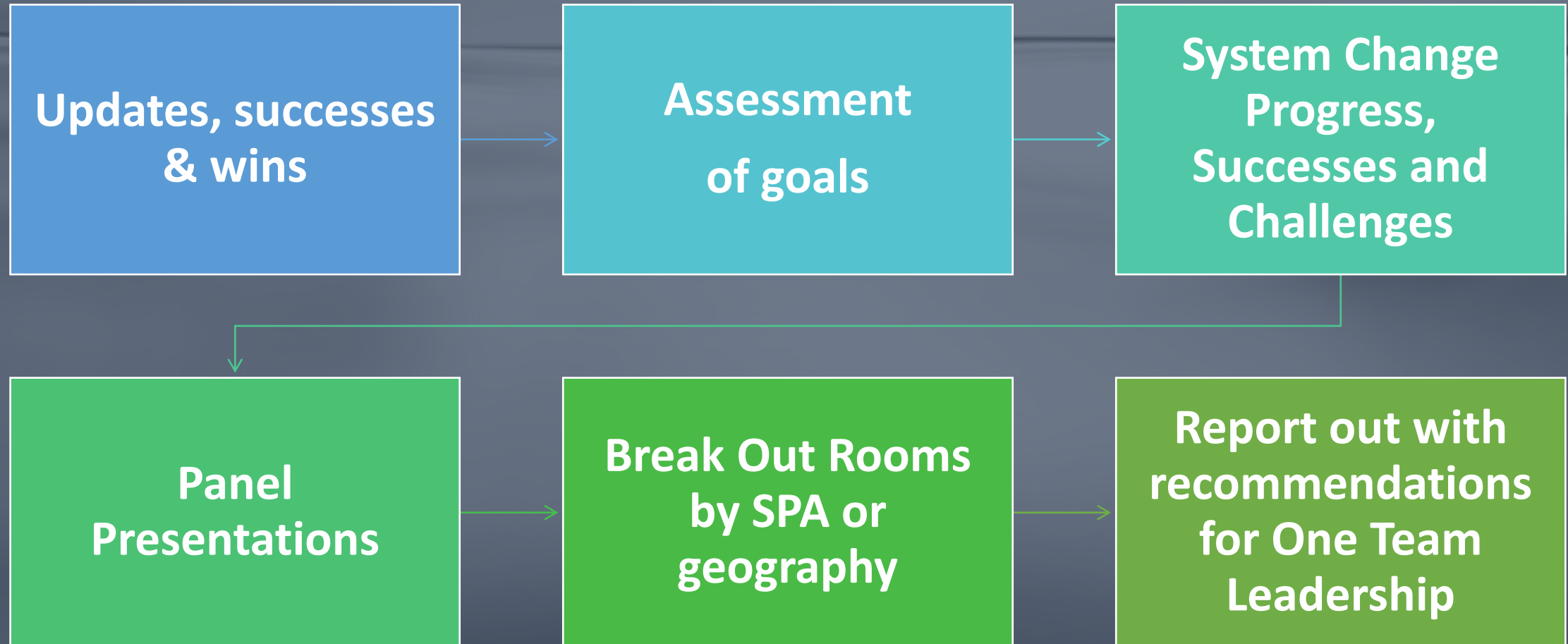
Case conferencing is participatory, represents all partners in a system, helps staff troubleshoot barriers, connect to services and lift up barriers to the leadership team to assist with.



Accelerating Housing Placements Using SSVF + HUD-VASH

Veterans on a VASH pathway are housed now using SSVF services and/or financial assistance and are bridged to VASH teams as capacity allows. VASH interest lists are eliminated.

GREATER LOS ONE TEAM VIRTUAL MEETING: 09/12/2023



Virtual Gathering Debrief

Resources

- Need dedicated, trained facilitators and notetakers to run case conference
- Need more same day GPD/temporary housing options
- Transportation
- Support for navigating benefits, budgeting and financial management services

Policy Changes

- Leadership should establish expectations for attendees during case conferencing
- Establish dedicated points of contact, including those who can help with complex cases for case conferencing meetings to include HUD-VASH contractors

Training or Tools

- Orientation/training on VA and non-VA programs for Veterans and how to access the array of clinical and medical care through VA
- Process flow for bridging to HUD-VASH once a Veteran has been housed with SSVF; Recommend piloting this first w/1-2 grantees before scaling up
- Training on how BNL updating and case conferencing should work
- Navigating housing options for Veterans w/complex needs

Other

- Re-orient case conferencing to focus on helping staff with the most complex situations and to review available housing resources
- Send out the names of Veterans being reviewed in case conferencing ahead of time so people can prepare

Case Conferencing Purpose + Process



Leadership Team
brainstorms expectations
for case conferencing.



Leadership Team reviews
and finalizes a draft at next
meeting.



Leadership Team
communicates to their own
staff expectations by an
agreed upon date.



Facilitators uphold
expectations and share with
Leadership Team challenges.

Purpose Discussion: What should the purpose of case conferencing be in Greater LA?



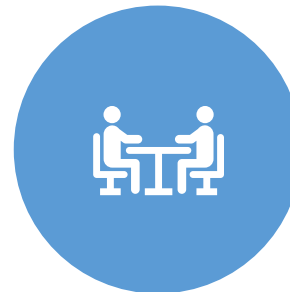
Recurring meeting, across teams



Problem solve ways to improve each Veteran's pathway toward permanent housing



Coordinate care



The meeting should have value for staff attending for their day-to-day work with clients.

Values Discussion:
What values should
LA's case conferencing
propose to attendees
for adoption?

Veteran Centered- Recognizing their experiences, needs and desires

Ensure services are equitable to all populations of Veterans

Ease of use- processes should be easy to navigate

Communication between service providers should be effective, frequent and transparent

Rapid provision of services- Minimal barriers, few delays to housing.

Housing focused- Housing ends homelessness

Attendee
Discussion: Who are
the ideal attendees
at each case
conferencing
meeting?

GPD (grantee and liaisons)

HUD-VASH staff

HUD-VASH contracted housing navigators

SSVF (reps from all teams)

HCHV/emergency shelter

Welcome Center

People tied to leadership who can assist to bust barriers

Continuum of Care

Cases Discussion: How should staff come prepared?



Review the names ahead of time to prepare and update the BNL outside of the meeting.



Bring updates and challenges for the group to solve.



Offer resources or services their organization can provide to help others.



Suggest challenging or complex situations to discuss and troubleshoot with the group.



Provide feedback to leadership using a feedback loop.



Pay attention, camera on, participate in the discussion.

Cases Discussion:
What cases should be
discussed, especially
in areas with very long
by name lists?

Situations staff are
challenged by/complex cases

People on the list the longest

Longest length of time
homeless

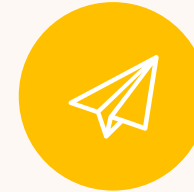
Facilitator Expectations Discussion: What should facilitators' expectations be?



Listen for and celebrate successes during case conferencing.



Document action items, follow up on action items.



Send out names ahead of time.



Send out agenda ahead of time.



Track barriers that cannot be solved on the spot, bring to leadership team.



Attend facilitator's training.



Participate in monthly peer learning call between facilitators.



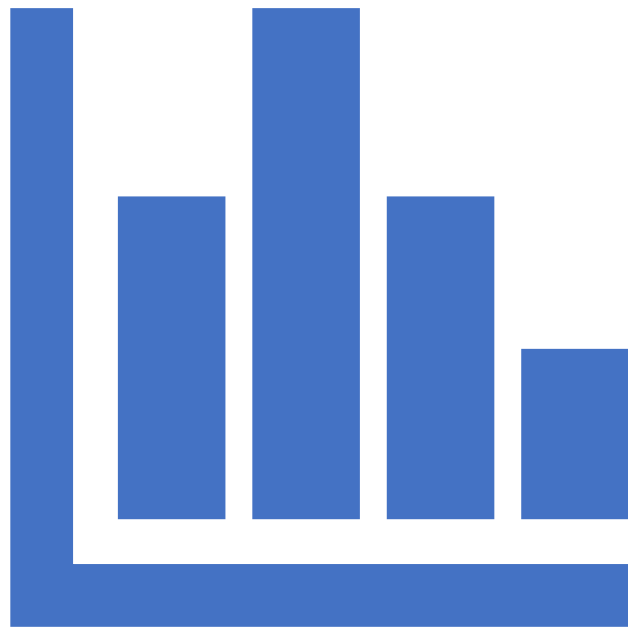
Open up dialogue to allow for open feedback on how the meetings are going.

By Name List (BNL)

Los Angeles CoC		7/21		8/11		9/15	
BNL Data	Vets Added to BNL (previous month)	96		87		101	
	Total Active - Sheltered (report out date)	739	1627	713	1638	682	1528
	Total Active - Unsheltered (report out date)	888		925		846	
	Total PH (previous month)	93		102		94	

9/21/2023 BNL (including Outlying Areas)

	SPA 1	SPA 2	SPA 3	SPA 4	SPA 5	SPA 6	SPA 7	SPA 8		OUTLYING AREAS	TOTAL BNL
Sheltered	9	40	9	110	285	11	32	179	675	*101 (SB 99)	1816
Unsheltered	16	46	13	172	265	14	44	253	823	*118	
Total	25	86	22	282	550	25	76	432	1498	318	

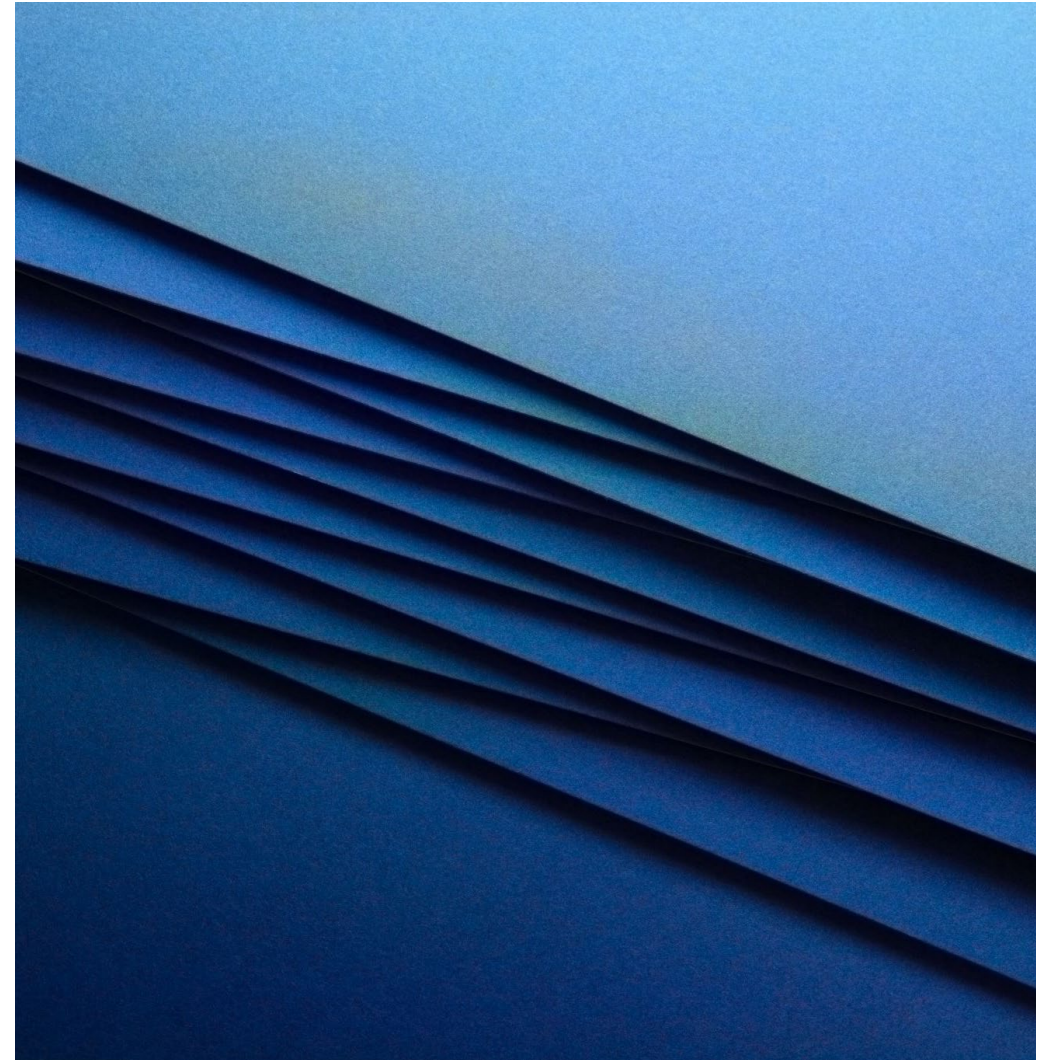


HOMES Data &
Ensuring a Quality BLN

CY 2023 Homeless Goals

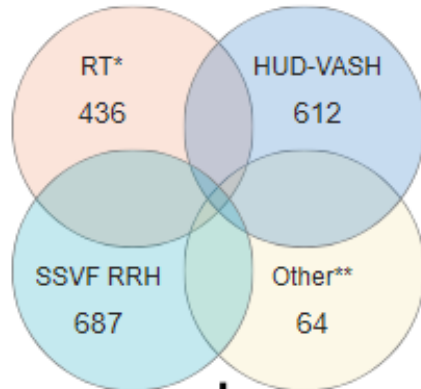
[CY23 Goals Dashboard - Power BI \(powerbigov.us\)](#)

House	Prevention	Engage
<ul style="list-style-type: none">• Permanently house at least 38,000 Veterans experiencing homelessness (1,500 for GLA)	<ul style="list-style-type: none">• No more than 5% returns to homelessness• Of those who return to homelessness, no less than 90% re-housed or on a pathway to re-housing	<ul style="list-style-type: none">• Engage with 28,000 unsheltered Veterans (1,888 for GLA)



Goal 1: Permanent Housing

Shared Placements
Includes single PHPs where
programs overlap



De-duplicated PHPs
1,193

Unique Veterans Housed

1,171

(V22) (691) Greater Los Angeles, CA HCS

Data as of August 2023

Goal
Unique Veterans

1,500

Unique Veterans
needed per month
to reach goal

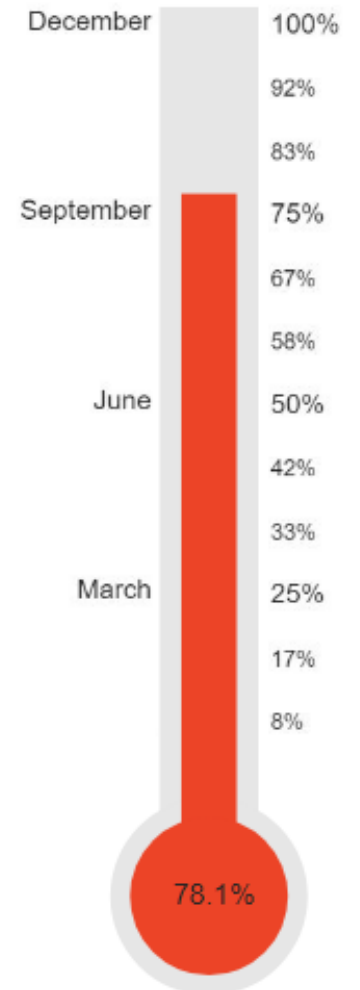
82

Remaining
Veterans needed
to house

329

YTD '22

884



Goal 2: Prevention of Returns to Homelessness

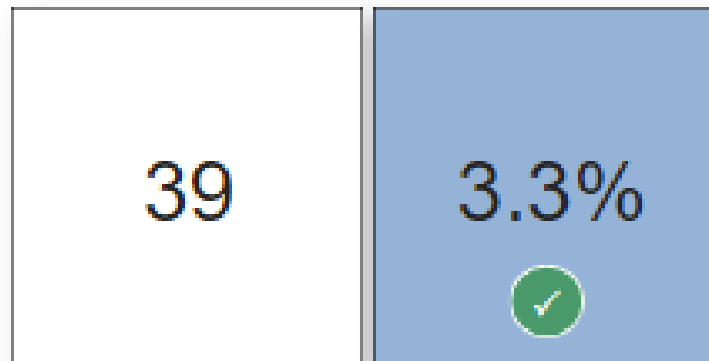
(V22) (691) Greater Los Angeles, CA HCS

Veterans placed in housing as of August 2023.

Veterans Housed
in CY 2023



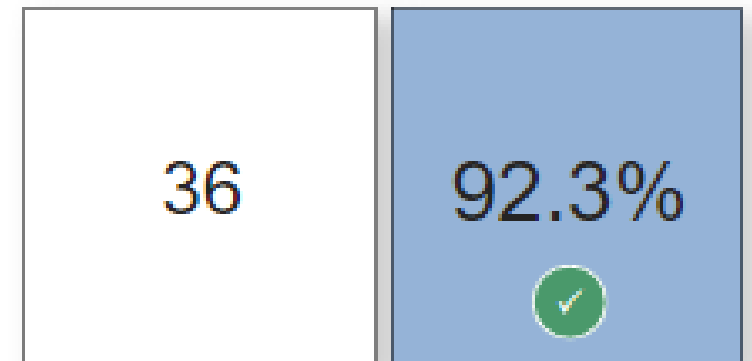
Returns to Homelessness



Goal: $\leq 5\%$



Re-housed or placed on a
Pathway to Re-housing in CY 2023

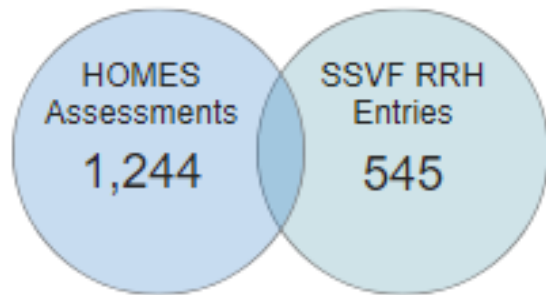


Goal: $\geq 90\%$

Goal 3: Engagement with Unsheltered

(V22) (691) Greater Los Angeles, CA HCS
Data as of August 2023

Unsheltered Veteran Engagement
Unsheltered Veterans de-duplicated by type of engagement (includes Veterans unsheltered at both assessment and SSVF RRH program entry)



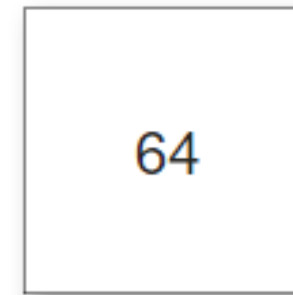
Unique Unsheltered Veteran Engagement



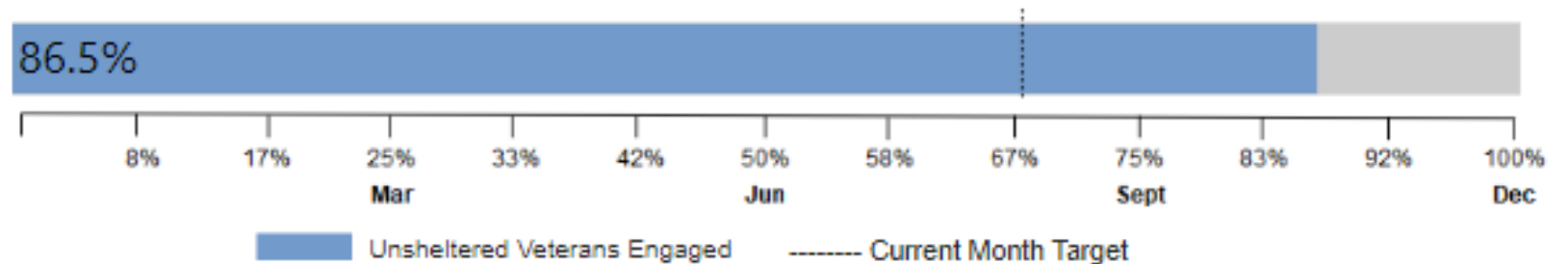
Remaining Unsheltered Veterans Needed



Unsheltered Veterans needed per month to reach goal



Goal Unique Veterans



Choose VA

VA

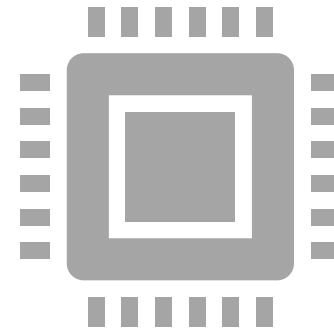


U.S. Department of Veterans Affairs

HUD-VASH “Interest List”



Goal- All Veterans interested in
HUD-VASH are on the BNL



HUD-VASH/SSVF Partnership

Opportunities for One Team



Single Stop

Transportation
Assistance

Integration of
Service
Representatives

Training &
Monthly Learning
Collaborative

THANK YOU!
Questions?





OAEM/Shangri-La/Step Up

VCOEB

SHANGRI-LA INDUSTRIES (SLI) + STEP UP



Welcome Home



SLI and Step Up's joint mission is to be at the forefront of change to deliver safe housing solutions coupled with compassionate support to help the most at-risk recover, stabilize, and integrate into their communities.

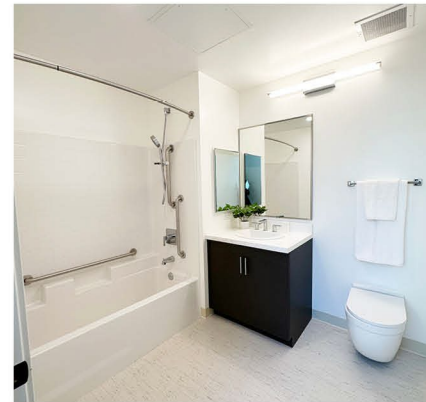
Our Mission 



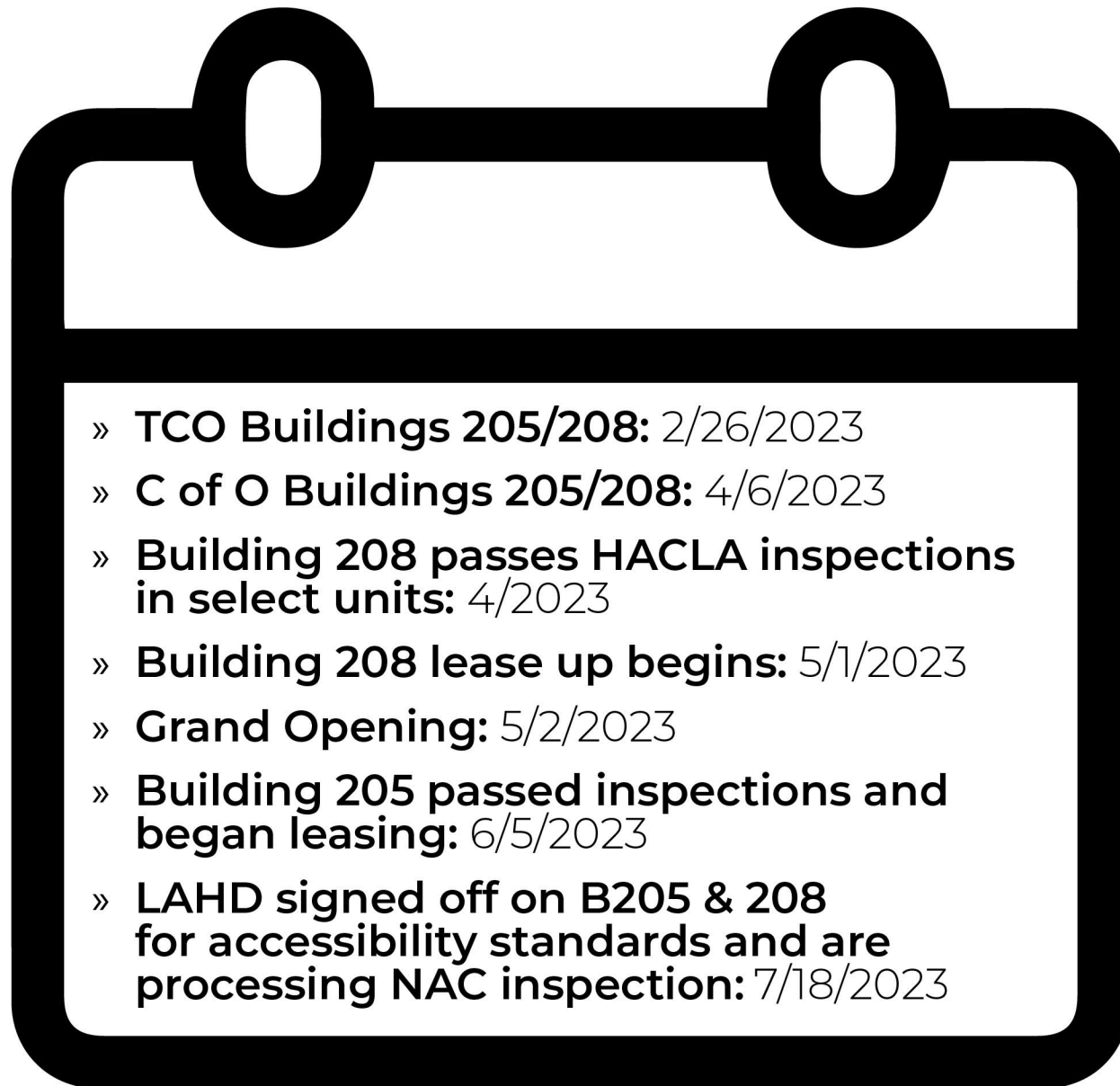
11301 WILSHIRE BLVD. LOS ANGELES, CA 90073

VA WEST LA CAMPUS - B205 & 208

B205	B208	TYPE	TARGET
68 Units	54 Units	Rehabilitation	Homeless and Chronically Homeless Veterans



Critical Milestones



- » **TCO Buildings 205/208:** 2/26/2023
- » **C of O Buildings 205/208:** 4/6/2023
- » **Building 208 passes HACLA inspections in select units:** 4/2023
- » **Building 208 lease up begins:** 5/1/2023
- » **Grand Opening:** 5/2/2023
- » **Building 205 passed inspections and began leasing:** 6/5/2023
- » **LAHD signed off on B205 & 208 for accessibility standards and are processing NAC inspection:** 7/18/2023

Lease Up/Move in Process

- » The VA provides referrals to 205 and 208 by sending the interest letters Veterans completed. These letters indicate the preferred property for each Veteran.
- » Step Up HUD VASH team accepts the interest letters. Referrals are vetted to confirm HUD VASH enrollment or eligibility.
- » Once confirmed as HUD VASH eligible or enrolled, referrals are sent to the Step Up property management team.
- » Step Up property management team then reaches out to the Veteran and their Social Worker through email, letters, or phone calls to set appointments.
- » Step Up property management team meets with the Veteran and Social Worker to identify documents needed for lease-up and complete the housing application.
- » Concurrently, if the Veteran is identified as eligible for the property, the Step Up HUD VASH team begins work on the Housing Authority application.
- » Step Up property management confirms files are complete and accurate through a compliance review.

Lease Up/Move in Process

- » Once the file is approved, the Veteran is accepted into the property. Files can be approved in 2-3 business days.
- » Once the Housing Authority and Property Management have approved an applicant, a move-in date will be set, and a lease will be executed.
- » Units are turn-key, fully furnished, and will be stocked with welcome home kits that allow for all the tenants' initial needs in permanent supportive housing.
- » Lease-up for 205 and 208 is expected to take a minimum of 60-90 days once the HACLA contract has been executed, allowing us to move Veterans in.

Leasing Summary

Summary as of 9/13/23	Units Occupied	Total Units	%
Building 208	54	54	100%
Building 205	35	68	51%

Barriers

- » Locating and supporting Veteran applicants in gathering required documents and presenting at each appointment. VASH programs' capacity to support each applicant through the process.
- » Multiple VASH providers involved. High-level of coordination required between Step Up and other agencies, including the VA, who are serving the Veterans and supporting them through the leasing process.
- » Critical documents will expire. Both HACLA and Tax Credit documents must be refreshed if the applications and move-ins are not completed within a period of time, typically 60 days.
- » Multi-approval process. Both Tax Credit compliance and the Housing Authority must approve applications to authorize move-ins. Tax credit compliance approval typically takes 24-48 hours. HACLA may take additional time but they are prioritizing these applicants and working efficiently to approve quickly.
- » Unit inspections also have a time-limit (60 days) and will expire if the unit is not occupied. A new inspection must then be requested prior to the applicant moving-in.
- » VA referrals. While over 200 Veterans were referred to 120 units available, not all referrals qualify, respond to requests or accept the offer of a unit. New referrals are requested from the VA and they respond by sending referrals to the Step Up team.



Step Up - Service Provider and Property Management

- » Step Up is responsible for leasing all units at the projects and ongoing operations and services delivery on-site.
- » Nonprofit Public Benefit Corporation
- » 35+ Years of Experience / 400+ Employees
- » Service Provider for 26 PSH Properties
- » Individualized supportive services focus on long-term stability and housing retention at no cost to the tenant through the evidence-based practices of Housing First, Harm Reduction, and Trauma-Informed Care
- » Individuals in Step Up housing and support programs remain stably housed at a 98% retention rate after 12 months

Details of Services Plan

- » All Veterans moving into 205 and 208 will be assigned a Step Up HUD-VASH Case Manager who will meet regularly with the Veteran, providing case management and mental health services.
- » 1:25 ratio of trained and credentialed HUD-VASH supportive services staff to tenants.
- » Services are provided on-site, in units and communal spaces Monday-Friday 8am-5pm and on-call after-hours.
- » Property Management's Resident Manager lives on-site and is available to assist after-hours and weekends.
- » The HUD-VASH Case Manager develops Individualized Services Plan(ISP) detailing the type of supports needed to assist the tenant in gaining access to medical, behavioral health, employment, social, educational and other services essential to meeting basic needs and to promote progress toward individual goals.
- » The HUD-VASH Case Manager reviews each tenant file including demographic and identification information, authorization for services, confidentiality and other information to substantiate benefits and needs.

- » Benefits are reviewed to assure access to income, health care, food programs and transportation.
- » For tenants not receiving all benefits for which they may be eligible, staff will assist with collecting identifying documents, financial and diagnostic information, and provide advocacy.
- » For tenants who are reliant on benefits, their status will be surveyed regularly to avoid stoppages.
- » Staff and property management representatives assist with move in and orientation, including an overview of on and offsite amenities and standards of good tenancy.
- » Monthly meetings encourage tenant engagement and promote collaboration between property management teams and tenants.
- » The Case Manager ensures individualized life skills supports and training are in place to increase self-sufficiency, including recreation/social activities, physical health/wellness, housekeeping, conflict resolution, choices for decreasing substance usage, and engaging in mental health and peer support services.
- » Staff provide orientation to all available transportation, including accompanying tenants on bus/train rides as part of the life skills learning process, assisting tenants in accessing disabled bus passes and ACCESS, and transporting tenants to appointments when necessary.

- » Step Up is a full-service mental health services provider and, as needed, can provide linkages and engagement with local mental health services providers.
- » Other linkages to appropriate external services, care, and providers as identified in the ISP include GED completion and training programs through adult education skills and Occupation Centers/ local colleges; job development and placement, benefits counseling, and support to maintain employment; inpatient/outpatient substance abuse rehabilitation programs and assistance in locating appropriate meetings/ sponsorship; and primary care physician/ community health care clinics, among others.



THANK YOU



OAEM/Veterans Collective



TRANSFORMING A CAMPUS INTO A

COMMUNITY

WEST LOS ANGELES VA CAMPUS REDEVELOPMENT

BUILDING UNDER CONSTRUCTION

Type	New Construction
Unit Count	73 Units
Population	Homeless Veterans
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

BUILDING UNDER CONSTRUCTION

Type **Adaptive Reuse**
Unit Count **112 Units**
Population **Homeless Veterans***
Construction Start **June 2023**
Construction Finish **May 2025**

- **Services include** case management, mental and physical health, substance abuse, etc.
- **Service staffing:**
 - 2 FTE case managers
 - Paid out of cash flow
 - 4.5 FTE VASH case managers
 - In-kind by VA



*35 units set aside for Homeless Veterans with mental illness

Construction Finish Q1 2025

- **Services include** case management, mental and physical health, substance abuse, etc.
- **Service staffing:**
 - 0.5 FTE case managers
 - 1 FTE Veteran Support Specialist
 - 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

BUILDING IN PREDEVELOPMENT

Type	Adaptive Reuse
Unit Count	49 Units
Population	Homeless Veterans
Construction Start	Nov 2023
Construction Finish	Jul 2025

- **Services include** case management, mental and physical health, substance abuse, etc.
- **Service staffing:**
 - 1.5 FTE case manager
 - 0.05 FTE Clinical Social Worker
 - Paid out of cash flow
 - 4 FTE VASH case managers
 - In-kind by VA



Funding Sources in Progress

- Historic Tax Credits
- VHHP
- Private Funding

- **Services include** case management, mental and physical health, substance abuse, women Veterans & transitional ADVANCE programs, child services partnership, support from Women Vets on Point Coordinator and family program staff
- **Service staffing:**
 - 1.5 FTE VASH Case Manager
 - 1 FTE Director of Behavioral Health
 - 0.5 FTE Veteran Services Coordination
 - 2 FTE ADVANCE Program Coordinator & Staff Member

21'-0"

14'-0"

SHARED BEDROOM

WALK IN CLOSET

ADA BATHROOM

KITCHEN

DINING

LIVING

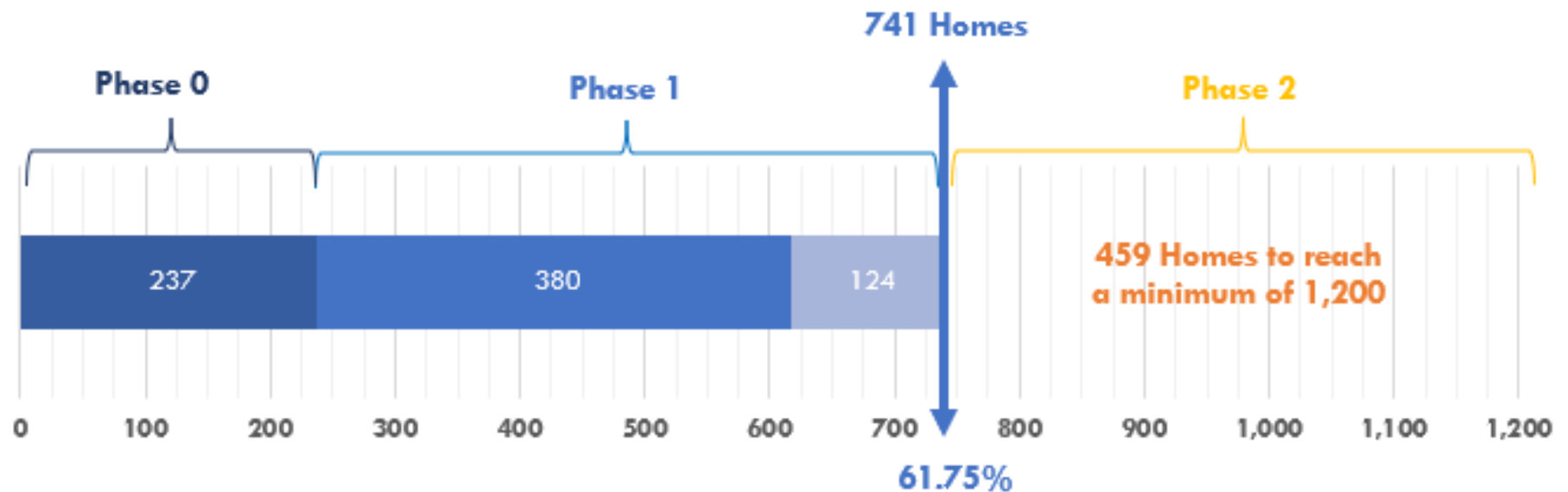
SAMPLE SHARED 1 BEDROOM
(596 SF)



Master Plan Progress



Master Plan 2022 Progress Toward Minimum 1,200 Homes



■ Completed
209, 207, 205, 208

■ Under Construction
401a, 402, 404, 156/57

■ Closing
401b, 158

Upcoming “Phase 2” Developments



<u>Building</u>	<u>Homes</u>	<u>Commitments</u>	<u>Est. Parcel Release Date*</u>
Building 210	41 homes	\$18.1 million	April 2024
Building 300	44 homes	\$21.9 million	August 2024
Building 408**	69 homes	\$27.6 million	May 2024
Building 256	41 homes	\$21.8 million	April 2025
Building 409**	96 homes	\$30.6 million	August 2025
Building 13**	25 homes	\$16.4 million	September 2026
Building 258	46 homes	\$18.3 million	February 2027
Building 400	66 homes	\$20.0 million	May 2027
Building 407**	69 homes	\$24.3 million	April 2028
Building 410**	82 homes	\$23.0 million	August 2029
Total	579 homes	\$222.5 million	

Town Center Projects**

~350 supportive homes

\$121.9 million of commitments

PACT Act Resources***

~584 supportive homes

\$161.1 million of commitments

** Parcel release dates from June 2023 placemat

***Committed PACT Act resources remain to be negotiated and executed by the VA at the EUL level

FINANCING 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	\$7,081,767	\$40,223,779	\$153,263,641	\$263,415,022
City	\$31,920,000	\$0	\$0	\$0	\$31,920,000
County	\$5,750,000	\$22,000,000	\$0	\$0	\$27,750,000
State HCD	\$0	\$40,157,108	\$21,800,000	\$25,113,574	\$87,070,682
State CalVET	\$0	\$5,200,000	\$5,088,256	\$7,500,000	\$17,788,256
Federal (other)	\$0	\$0	\$0	\$2,589,650	\$2,589,650
Other	\$20,791,154	\$33,828,760	\$14,814,164	\$2,497,658	\$71,931,736
Tax Credits	\$31,134,182	\$115,539,901	\$42,841,874	\$0	\$189,515,957
Debt	\$12,770,118	\$37,886,536	\$9,030,000	\$2,615,000	\$62,301,654
Philanthropic	\$1,000,000	\$3,000,000	\$7,740,000	\$66,140,000	\$77,880,000
Total	\$166,211,289	\$264,694,072	\$141,538,073	\$259,719,523	\$832,162,957

\$832 million of financing commitments leveraged to date

IN PREDEVELOPMENT

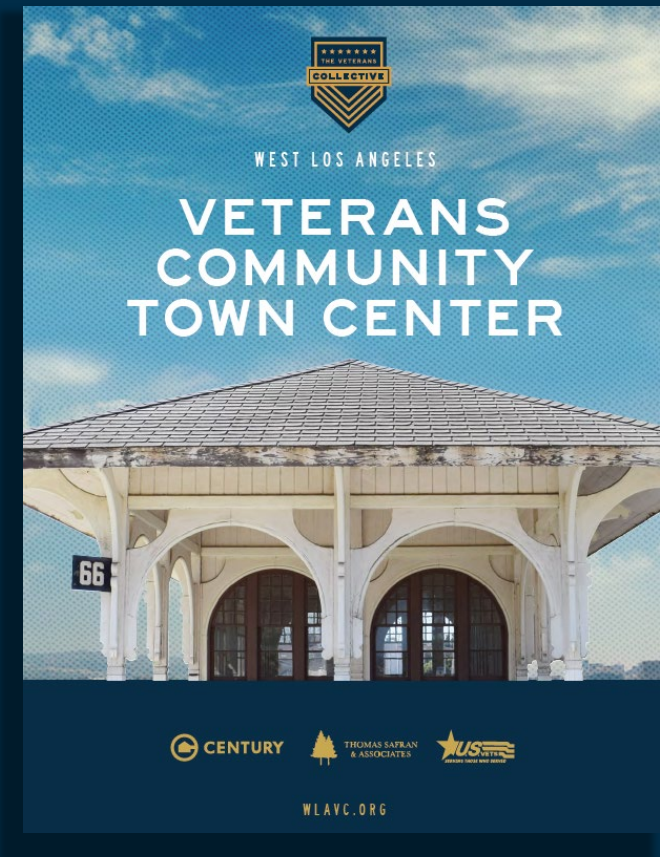
Type	New Construction & Adaptive Reuse
Unit Count	Approx. 350 units
Population	Homeless Veterans
Construction Start	2025

- Public Open Space
- Mobility Hub
- Job Opportunities
- Flexible Spaces for:
 - Wellness & Supportive Services
 - Veteran-Serving Activities & Commercial Uses
 - Arts & Cultural Programming
 - Community Events & Gatherings
 - Administrative Support



CURRENT STATUS

- Site control
- Financing commitments
- Environmental clearance
- Veteran input
- Master plan 2022 consistency
- Veteran need & path to minimum 1,200
- ULI study underway
- Planning “on hold”
- Eagerness/readiness to proceed

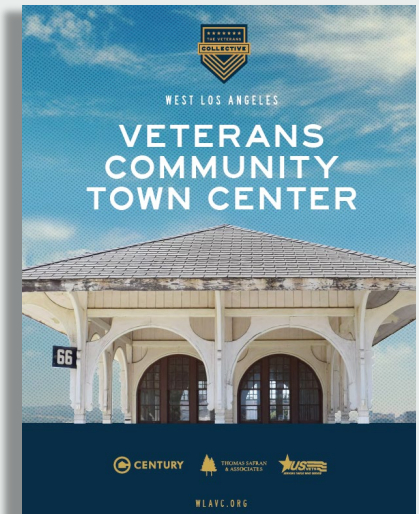


Master Plan 2022 Implementation ★★★★★

Under the West LA Leasing Act there are three types of leases:

- 1) an **EUL** (how we build housing),
- 2) a **service lease** (provision of care to veterans),
- 3) the **UCLA Lease**.

The Greater Los Angeles VA Medical Center Master Plan signed by Secretary McDonough calls for the **integration of housing and services** in a “Town Center.”



The “**Town Center**” is covered by the EUL mechanism which allows for **community-based support services** but, by definition, does not allow for service lease activities under subsection (b)(2) of the 2016 Leasing Act.

Congress must **broaden our EUL authority** to create clarity and implement the Master Plan. This can be done by granting WLA the same EUL authority as every other VA Campus.

The West LA VA Master Plan Calls For **Mixed Use But It Is The Only Campus Where Mixed Use Is Not Allowed**

Veterans Promise Campaign



Total Need: \$188,000,000/Amount Raised: \$87,000,000

Thanks to generous support from The Home Depot Foundation, Tunnel To Towers, City National Bank, Getty Foundation, Wells Fargo, United Talent Agency, Hudson Pacific Properties, American Legion, Providence St. John's Health Center Foundation, Northrop Grumman, and individual community members.



The Veterans Fund – COMPLETE

Total Cost: \$10,000,000 / Private Need: \$10,000,000

Seed pre-development and community planning for campus, housing and services, and support three years of campus operations.



Veterans Housing Fund – COMPLETE

Total Cost: \$993,174,344 / Private Need: \$72,750,000

Build 1,600+ supportive housing units for formerly homeless and at-risk veterans, focusing on priority populations.



Wadsworth Chapel & Historic Fund

Total Cost: \$48,000,000 / Wadsworth Chapel: \$28,000,000

Ensure preservation, restoration and adaptive re-use of Wadsworth Chapel, in partnership with 1887 Fund.



Campus Services & Wellness Fund

Total Cost: \$19,550,000 / Private need: \$19,550,000

Deliver wraparound services, career and enterprise programs, activities and amenities in the town center, town hall, service hubs.



Community Activation & Green Fund

Total Cost: \$75,000,000 / Private Need: \$3,400,000

Enhance infrastructure, transportation, wellness and green initiatives.



Greatest Needs Fund (Unrestricted)

Private need: \$10,000,000

Offer flexibility and deployment of resources to areas of need.



Endowment Fund

Private need: \$25,000,000

Ensure the long-term health and viability of the campus and services.

A CONNECTED COMMUNITY



Backbone Community-Building Progress

- The Veterans Collective (Backbone) is a 501c3 with community development & administrative function
- Macro community structure 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
- Joint events, trainings and initiatives with the VA and community partners in service to the community
- Beyond systems, the Veterans and community are the heart of what we do! What do Veterans need, and how can we be JOINTLY effective?
- Continuous feedback loop and communications-building
 - Social Media has been activated
 - Community Web Portal is in development
 - 2023 Annual Report completed



What's to come in 2024



- **Construction:** 504 total units underway
- **AHSC/IIG Improvements:** Connectivity improvements
- **Phase 2 Predevelopment:** Town Center area
- **Fundraising:** Veterans Promise Campaign
- **Advocacy:** Campus Improvement Act 2.0
- **Backbone Implementation:** The Veterans Collective
- **Lease up planning:** 380 concurrent homes





THANK YOU



THOMAS SAFRAN
& ASSOCIATES



@VETERANSCLLTIV



/THEVETERANSCollective



WLAVC.ORG





BLDG 207

BUILDING AT FULL OCCUPANCY

Type **Adaptive Reuse**

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

Population **Homeless Senior Veterans (62+)**

Construction Start **Q1 2021**

Construction Finish **January 2023**



BUILDING ACTIVITY PHOTOS





SERVICES PLAN



B207 Lead Service Provider – U.S.VETS

- U.S.VETS executed 207 VASH contract, hiring is completed, 4.86 FTE VASH and 2 FTE supportive services – 6.86 FTE in total currently
- Providing wraparound Resident Services and Outreach
- U.S.VETS also provides:
 - Transitional housing resources, peer navigation and outreach
 - Specialized women Veterans' programming - Women Vets on Point
 - Workforce Development
 - 62+ and general Veteran resources and support
 - Warm, caring staff dedicated to providing an atmosphere of home





BUILDING ACTIVITIES



- Monthly themed Coffee & Conversation with residents, bi-directional feedback outlining action items.
- Monthly Veteran Community Meeting (Town Hall) for feedback from residents on needs.
- Collaboration with Veterans, VA case managers, and external partners including LA County to address broad spectrum of Veterans' needs including transportation, nutrition, benefits, behavioral and physical health, and finance. Purchased ADA-compliant van for building needs.
- Creating community and deepening connections through resident-centered camaraderie efforts such as meals and birthday celebrations.
- Conducting resident education classes (e.g. Narcan, Technology 101, All About Credit, nutrition), encouraging personal development.





OAEM/Core Companies and Build Group



401-A

MacArthur Field Phase A

The Core Companies | Build Group | New Directions Veterans

MacArthur Field

- Phase A: 75-units (Completion Q3 2024)





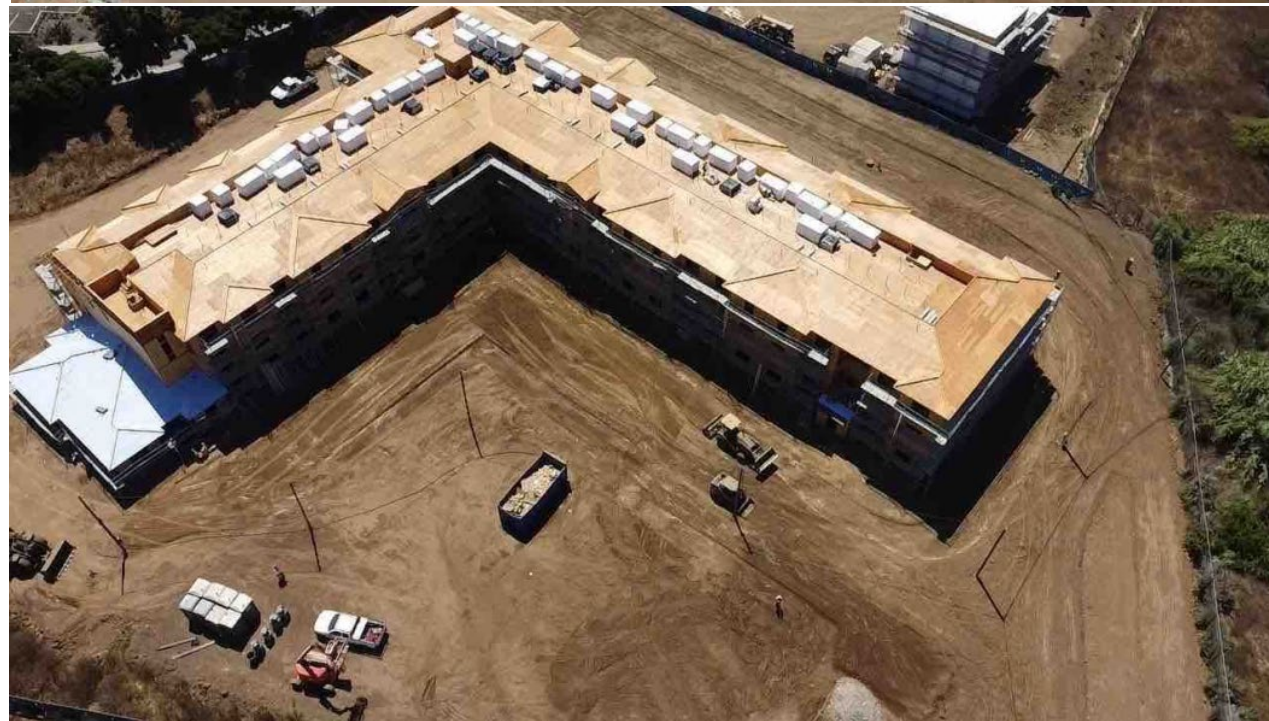
Phase A Projected Timeline

- January 2023 Construction Start
- March 2024 Pre-Leasing
- August 2024 Construction Completion
- September 2024 Move-In
- December 2024 Stabilized Occupancy

MacArthur Field A Construction Update

- Slab on Grade Completion: May 2023
- Framing Top Out: October 2023
- Substantial Completion: August 2024
- Final Occupancy: November 2024

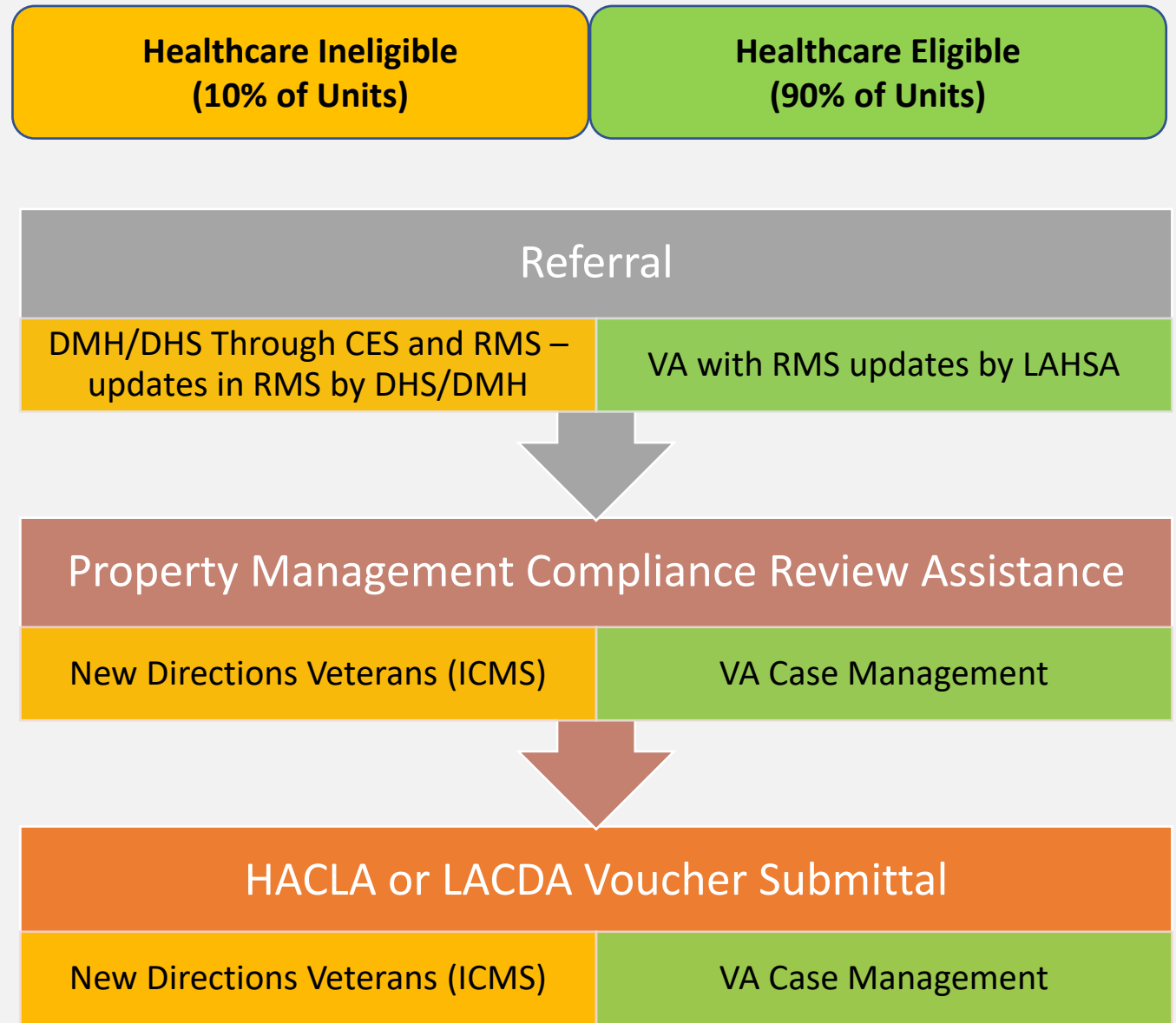




Unit Mix & Leasing Plan

AMI	Type	Qty	Subsidy	Population
30%	1-br	10	VASH	Chronic Homeless
30%	1-br	33	VASH	Disabled Homeless
50%	1-br	24	VASH	
50%	1-br	7	VASH	Healthcare Ineligible
Mngr	2-br	1	N/A	
Total		75		

DMH - Department of Mental Health
 DHS - Department of Health Services
 RMS -Resource Management System
 ICMS - Intensive Case Management Services



Amenities

- Dog Park & Dog Wash
- Smoking Area
- Porch
- Garden
- BBQ Area
- Walking Trails
- Business Center



Staffing | 75-units

EAH Property Management

- 1.0 FTE Property Manager
- 1.0 FTE Maintenance Manager

New Directions Veterans

- 1.0 FTE Case Manager
- 1.0 FTE Resident Services Coordinator
- 0.05 FTE PSH Regional Supervision

3rd Party Partners

- Inner City Law Center
- Job Vision Success SoCal
- AltaMed
- Resource Oversight



Services and Responsibilities

Property Management (EAH)

Property Managements Responsibilities. Property Management (PM) is in charge of the daily oversight for MacArthur Field A and B. PM will take responsibility for day-to-day repairs and ongoing maintenance, security, and to ensure the upkeep of the Development is maintained.

Property Management will include screening potential tenants, drafting, signing, and renewing leases, collecting rent, addressing reasonable accommodations, and conducting eviction procedures when necessary. PM will follow the tenant selection plan and ensure eligibility requirements are aligning with our funding sources requirements; for unit population and eligibility.

Lead Service Provider (ND Vets)

NDVets Responsibilities. NDVets is the Lead Service Provider at MacArthur Field. NDVets shall be primarily responsible for providing service coordination for all veteran's units. NDVets will ensure all veteran applicants on-site receive more than 30 enhanced services.

Resident Services Coordination and linkages to 3rd party service partners, will be handled by NDVets service team on-site. NDVets partners with local service providers, to provide over 28 enhanced services to our residence. NDVets, GLA VA, JVS SoCal, Inner City Law Center, AltaMed, and Resource Oversight and Guidance; will work in collaboration to ensure all residence get the services they need during the life of the project.

Veterans Affairs HUD-VASH Program

U.S. Department of Veterans Affairs (VA) Greater Los Angeles Healthcare System (GLAHS). The VA, will be the lead case manager for the 67 VASH units, working in collaboration with NDVets supportive service staff.

****Please note:** New Directions now contracted by the VA to help serve VASH applicants.

The VA has a wide range of resources for Veterans who are eligible for VA healthcare. Some of those services range from Intensive Case Management, Mental and Physical Healthcare, Medication Management, and Adult Day Care Services. NDVets supportive service staff will be providing or will refer to a 3rd party, all enhanced services for the veteran residence on site.



Enhanced Services

- Intensive Case Management
- Resident Service Coordination
- Physical Healthcare
- Mental Healthcare
- Substance Use Services
- Education Services and Linkages
- Employment Services
- Outplacement Linkages
- Life Skills Training
- Representative Payee
- Peer Support and Advocacy
- Legal Assistance
- Medication Management Services
- Attendant Care
- Adult Day Care Services
- Harm Reduction
- Housing Retention/Eviction Prevention
- Social and Recreational Activities
- Green Education Services
- Security Deposit/Move-in Cost
- Money Management Services
- Transportation Assistance
- Parenting Education
- Child Care Linkages
- Domestic Violence and Military Victims of Sexual Trauma Support
- Food Bank/M Meal Support
- Peer Support
- End of Life Counseling

NDVets and HUD-VASH

1. NDVets has been awarded a contract by the VA to help serve their HUD-VASH applicants.
2. 119 total HUD-VASH units to be served by NDVets in SPA 8.
3. NDVets believes this will improve service delivery and cohesiveness on our PSH sites together.
4. NDVets to create a property management department for future PSH developments.

36C26223D0134

SECTION D - CONTRACT DOCUMENTS, EXHIBITS, OR ATTACHMENTS

D.1 Attached - DOL Wage Determinations 2015-5613.

D.2 Listing of Current Community PBV Sites

This is a listing of current PBV sites and their address and other information. This list is a living document and the information relative to it changes frequently.

Project Name	Property Management	Number of VASH PBVs Units	Project Street Address	City	Zip	Estimated /Actual Operational Date	SPA
4507 Main St		31	4507 S Main St	Los Angeles	90037	11/15/23	6
5th Street and Central Project aka 803 E. 5th Street		47	801-813 E. 5th Street	Los Angeles	90013	10/30/23	4
649 Lofts	Skid Row Housing Trust	18	649 E. Wall Street	Los Angeles	90014	8/7/2020	4
Central Apartments	Highridge Costa	42	2106 S. Central Ave.	Los Angeles	90011	7/6/2024	6
El Segundo Apartments	John Stewart Company	25	535 W. El Segundo Blvd	Los Angeles	90061	9/5/18	8
Emerson Apartments	Solari Enterprises	21	4760 Melrose Ave.	Los Angeles	90029	9/1/21	4
FLOR 401 Lofts	Skid Row Housing Trust	44	401 E. 7th Street	Los Angeles	90014	6/1/20	4
Hartford Villas	SRO Housing Corporation	75	459 Hartford Ave.	Los Angeles	90017	1/5/22	4
Huntington Square	A Community of Friends	35	6101 State Street	Huntington Park	90255	11/1/24	7
Isla de Los Angeles	Levine Property Management	10	283 W. Imperial Hwy.	Los Angeles	90061	7/31/23	8
Main Street Apartments		42	100 W. 55th St	Los Angeles	90037	9/15/23	6
Marcella Gardens	John Stewart Company	15	6714 S. Main Street	Los Angeles	90003	8/29/23	6
Norwalk Veterans	Mercy Housing	18	13629 San Antonio Drive	Norwalk	90650	12/31/24	7
Rise Apartments	SRO Housing Corporation	42	4050 S. Figueroa St.	Los Angeles	90037	11/9/20	6
Roslyn Hotel Apartments	SRO Housing Corporation	75	112 West 5th St.	Los Angeles	90013	9/25/14	4
Rousseau Residences		50	316 N. Juanita Ave.	Los Angeles	90014	4/1/23	4
Ruth Teague Homes	John Stewart Company	6	6706 S. Main Street	Los Angeles	90003	8/30/23	6
SP7	Skid Row Housing Trust	22	519 E. 7th St. 647 S. San Pedro Street	Los Angeles	90014	1/11/21	4
The John & Diane Mullin Hope Center (Pasadena Hope Center)	John Stewart Company	16	185 N. Catalina Ave	Pasadena	91106	6/30/23	3
Veteran's Park Pomona	National CORE	30	444 West Commercial St.	Pomona	91768	8/31/21	3
Villa Esperanza	FPI Management	8	508 W. Mission Blvd.	Pomona	91766	5/15/23	3
Washington Potomac	Cesar Chavez Foundation	34	1002 Washington St.	Bakersfield	93307	12/31/23	BAK
Weingart Towers		40	566 S. San Pedro St.	Los Angeles	90013	12/19/23	4
Westside Residences II	Cloudbreak	50	725 Hindry Ave.	Inglewood	90301	12/11/11	8
		796					



Mr. Rob Begland

SUBCOMMITTEE CHAIR

MASTERPLAN WITH SERVICES AND OUTCOMES

VCOEB RECOMMENDATION 21-01

WHEREAS, VA-directed research has established that a substantial portion of the homeless veteran population has a “service-connected disability,” meaning an injury or disease – mental or physical -- that was “incurred in or aggravated beyond normal progression during active military service”:

- 20.6% of homeless veterans in the United States have a disability rating of 70% or more.
- 7.7% of homeless veterans in the United States have a disability rating of 100%.¹

WHEREAS, once a veteran is determined to have a service-connected disability, they become eligible to receive disability compensation.

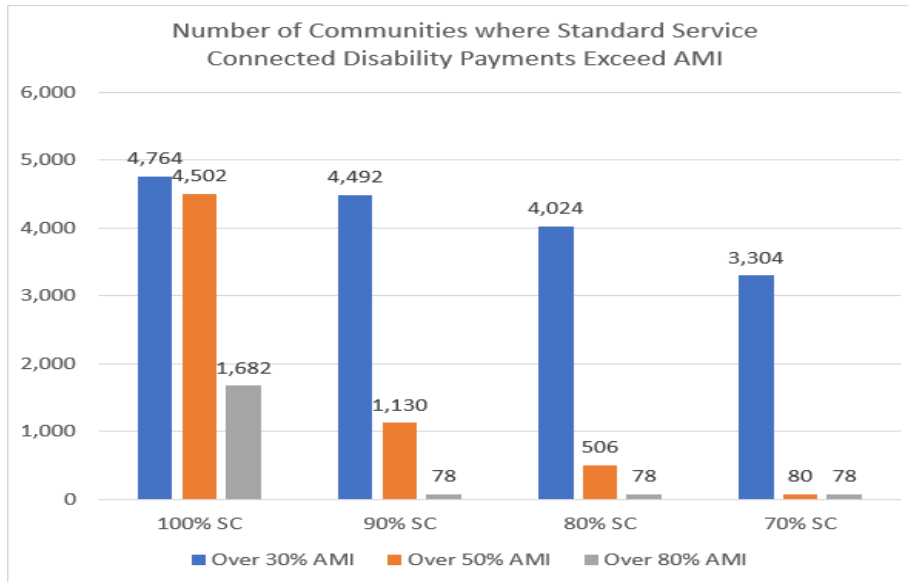
WHEREAS, classifying disability compensation as a form of “income” runs contrary to the notion that veterans’ disability compensation incurred in service to the nation, potentially in a compulsory manner (in the case of drafted veterans), does not comport with traditional notions of “income” (for example, it is not taxed).

WHEREAS, disability compensation at 70% service connection or higher often places homeless veterans’ income above the 30% threshold of area median income (AMI) that is often used as a benchmark to establish eligibility for low income housing, such as project-based voucher (PBV) units available through the HUD-VASH program.

- Veterans with a 100% service-connected disability are over the 30% AMI threshold in all 4,764 communities with published AMI levels.
- Veterans as low as 70% service-connected disability are over the 30% AMI eligibility threshold in over 3,000 communities nationally.

¹ “FY23TD Unique Homeless Veterans Assessed for VHA Homeless Services,” prepared by VA’s Homeless Program Office. (Attached as Exhibit A).

VCOEB RECOMMENDATION 21-01



WHEREAS, this problem extends to homeless veterans in the State of California, because the state also relies on the same measure of 30% of AMI to establish the eligibility threshold for affordable housing in many units funded through California’s Department of Housing and Community Development.

WHEREAS, the Department of Veteran Affairs has proposed to HUD that the definition of “annual income” contained in 24 CFR 5.609 should be modified to exclude VA disability compensation, so that homeless veterans with high disability ratings can qualify for PBV housing, including housing with eligibility capped at 30% of AMI.

WHEREAS, HUD has responded (including as recently as the September 28, 2023 session with the VCOEB) that it does not think HUD has the authority to change the definition of “annual income” in 24 CFR 5.609, to exclude disability compensation and that instead, according to HUD, Congress must do so by statute.

WHEREAS, the VCOEB does not find HUD’s position on this issue to be either credible or well-supported for a number of reasons, including:

- In 2002 HUD commenced rulemaking to change the definition of “annual income” in 24 CFR 5.609 to exclude service-connected disability compensation, suggesting that at least previously the agency was of the belief that it had authority to change this definition at its own initiative, through rulemaking, and without needing the approval of Congress.
- The current version of 24 CFR 5.609 recognizes that various forms of veterans’ benefits should be excluded from the definition of “annual income”: hostile fire pay (5.609b11); VA deferred disability benefits (5.609b16); and pension benefits (5.609b17). No other group is singled out for such

VCOEB RECOMMENDATION 21-01

exceptional treatment under this definition of income, recognizing the unique sacrifice, burdens, and benefits of military service.

- In the version of 24 CFR 5.609 set to take effect on January 1, 2024, there are already *24 exclusions* to income, so it's not as though adding a fourth exclusion specifically for veterans participating in HUD-VASH, around service-connected disability compensation, suddenly dilutes the definition of "annual income."
- The U.S. Congress has changed the definition of "annual income" that guides HUD's rulemaking, under 42 U.S.C. § 1437a(b)(4), and those changes will take effect on January 1, 2024. Among other things, Congress has expressly granted HUD the authority to change the definition of "annual income" by notice. 42 U.S.C. § 1437a(b)(4)(B)(v) ("Excluded amounts .-Such term does not include- ... (v) exclusions from income as established by the Secretary by regulation or *notice*, or any amount required by Federal law to be excluded from consideration as income.").

WHEREAS, HUD has responded (including as recently as the September 28, 2023 session with the VCOEB) that it does not intend to change the definition of "annual income" in 24 CFR 5.609, to exclude disability compensation effective January 1, 2024. HUD has responded that adjusting the definition of "annual income" will create too large a fiscal impact, without Congressional authorization.

WHEREAS, HUD has instead proposed that it can address the problem of disability compensation rendering a homeless veteran ineligible by exercising its authority to accept HUD-VASH vouchers from homeless veterans whose income is up to 80% of AMI authority (and by informing public housing authorities and landlords of this change).

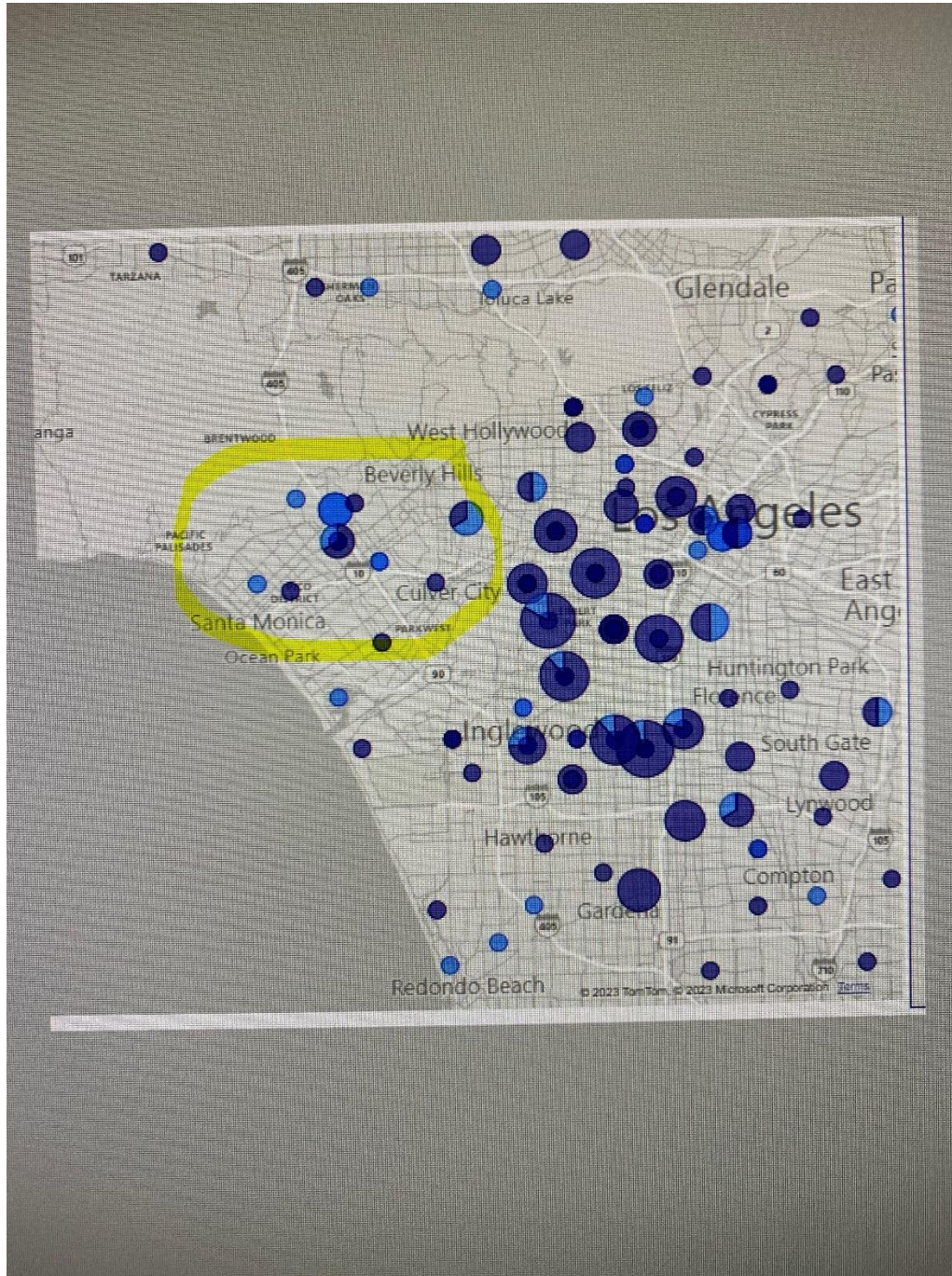
WHEREAS, this is not a preferred solution for severely disabled homeless veterans, because landlords who accept HUD-VASH vouchers do not provide supportive services or medical care in their buildings (whereas such services often are provided with project-based vouchers).

WHEREAS, HUD's proposal is -- at most -- only a partial solution, because even if a higher AMI threshold is used to establish eligibility, service-connected disability still places many housing units out of the reach for disabled veterans who are homeless nationwide:

- Applying a 80% AMI threshold, homeless veterans with a 100% service-connected disability are ineligible in 1,682 communities.
- Applying a 50% AMI threshold, homeless veterans with a 100% service-connected disability are ineligible in nearly every community in the nation (4,502 of 4,764).

VCOEB RECOMMENDATION 21-01

WHEREAS, in the County of Los Angeles HUD's proposal to increase HUD-VASH AMI threshold is only a partial solution, because tenant-based vouchers are not commonly used in the vicinity of the Greater Los Angeles VA Healthcare System campus. Quite the contrary, HUD-VASH vouchers use is exceptionally low in West Los Angeles, suggesting an unwillingness of landlords to accept those vouchers:



VCOEB RECOMMENDATION 21-01

WHEREAS, the redevelopment of the West Los Angeles campus provides the opportunity to construct up to 1,200 units of permanent supportive housing (based on the current version of the Master Plan), but a substantial percentage of units of permanent supportive housing either already developed or under development at the West LA Campus, have AMI thresholds of 30%.

WHEREAS, up until recently, the GLA West LA leadership have been forced to pursue *ad hoc* relief from the State of California's funding requirements administered by HCD.

WHEREAS, VA-directed research has established that in Los Angeles, the level of service-connected disability among homeless veterans is significantly higher than is observed nationally:

- 34.3% of homeless veterans in Los Angeles have a disability rating of 70% or more.
- 16.7% of homeless veterans in Los Angeles have a disability rating of 100%.

WHEREAS, given the greater degree and extent of service-connected disability among LA's homeless veteran population, this is not an appropriate way to plan for and budget affordable housing development and there can be no assurance that HCD will continue to grant waivers to projects already approved.

NOW THEREFORE LET IT BE RECOMMENDED ON SEPTEMBER 29, 2023:

RECOMMENDATION 21-01A: the Secretary of Veterans Affairs write to the Secretary of HUD and identify HUD's willingness to waive the AMI thresholds under the HUD-VASH voucher program as a helpful but not sufficient step to address the ineligibility challenge, for the reasons identified above.

RECOMMENDATION 21-01B: as part of the Biden-Harris Administration's recent ALL Inside homelessness initiative (identifying the State of California and Los Angeles as two targets for an interagency-focused homelessness prevention strategies), the Secretary of Veterans Affairs ask the HUD Secretary in that same correspondence to invoke authority to proceed by means of notice, effective January 1, 2024, to change the definition of "annual income" under 24 CFR 5.609 to exclude VA disability compensation in the State of California. The letter should emphasize that if HUD Secretary has concerns regarding the immediate fiscal impact, that the Secretary of HUD limit the change in definition to Los Angeles for the time being.

RECOMMENDATION 21-01C: the Secretary of Veterans Affairs in that same correspondence ask the HUD Secretary to approve a joint meeting of VA/HUD's operational staff and congressional liaison staffs, to meet with appropriate Congressional committees to encourage suitable legislation to accomplish a permanent and nation-wide exception for this disability compensation.

EXHIBIT A

FY23TD Unique Homeless Veterans Assessed for VHA Homeless Services

Source: HOMES Assessments

Veterans were considered homeless if living situation at assessment was Safe Haven, GPD, non-VA transitional housing, emergency shelter, hotel/motel, HCHV Contract Residential, or place not meant for habitation.

National

Overall Service Connection	N	%
Not SC	13,692	54.8%
SC - Less than 70%	5,664	22.7%
SC - 70% or Greater	5,139	20.6%
SC - Unknown %	236	0.9%
Unknown	254	1.0%
Total	24,985	

Greater Los Angeles (GLA)

Overall Service Connection	N	%
Not SC	657	44.0%
SC - Less than 70%	297	19.9%
SC - 70% or Greater	513	34.3%
SC - Unknown %	19	1.3%
Unknown	8	0.5%
Total	1,494	

Service Connection Percent	N	%	% of all
0%	449	4.1%	1.8%
10%	1,944	17.6%	7.8%
20%	707	6.4%	2.8%
30%	688	6.2%	2.8%
40%	578	5.2%	2.3%
50%	586	5.3%	2.3%
60%	712	6.4%	2.8%
70%	1,427	12.9%	5.7%
80%	1,004	9.1%	4.0%
90%	788	7.1%	3.2%
100%	1,920	17.4%	7.7%
Unknown %	236	2.1%	0.9%
Total	11,039		

Service Connection Percent	N	%	% of all
0%	19	2.3%	1.3%
10%	110	13.3%	7.4%
20%	27	3.3%	1.8%
30%	40	4.8%	2.7%
40%	36	4.3%	2.4%
50%	31	3.7%	2.1%
60%	34	4.1%	2.3%
70%	113	13.6%	7.6%
80%	84	10.1%	5.6%
90%	66	8.0%	4.4%
100%	250	30.2%	16.7%
Unknown %	19	2.3%	1.3%
Total	829		

VCOEB RECOMMENDATION 21-02

WHEREAS, on June 28, 2022, the City of Santa Monica directed that a title review be done of the March 3, 1888 deed of by Arcadia Bandini to the National Home for Disabled Volunteer Soldiers, granting beachfront property in Santa Monica specifically and permanently for the healing and enjoyment of disabled veterans of the United States ‘the residents of the home’.”

WHEREAS, on September 20, 2022, the Santa Monica City Attorney’s Office (“SMCAO”) published a memorandum titled *Veterans’ Bathhouse Title Search*.¹ (Attached as Exhibit A).² That memorandum states:

In March 1888, Senator John P. Jones and Arcadia B. de Baker donated, by deed, approximately 300 acres of land in Los Angeles, California, to the National Home for Disabled Volunteer Soldiers (the predecessors-in-interest to the United States Department of Veterans Affairs) to establish a home for disabled veterans. This property is known as the West Los Angeles (WLA) Campus. Two additional deeds were added later to expand the WLA Campus to its current size of 387 acres. This property is owned and operated by the United States Department of Veterans Affairs.

Concurrently with the transfer of land to establish the WLA Campus, Senator John P. Jones and Arcadia B. de Baker conveyed a parcel of land in Santa Monica (referenced herein as the "Palisades Bluff Property") to the National Home for Disabled Volunteer Soldiers grantees in consideration for the construction of a pavilion, maintenance of surrounding ornamental landscaping, and the construction of "a bathhouse on the beach".

WHEREAS, the SMCAO memorandum *opined* that the plans for constructing the veterans' beachfront pavilion were abandoned, due to a failure to construct a surface rail-line between the West LA Campus and Santa Monica.³

WHEREAS, the SMCAO memorandum *opined* that a second grant deed, dated April 25, 1900 from the National Home for Disabled Volunteer Soldiers to the Santa Monica Land & Water Company evidences the Home’s deliberate abandonment of its interest in the beachfront property.

¹ Ex A: City of Santa Monica City Attorney Memorandum. *Veterans’ Bathhouse Title Search*. September 20, 2022.

² The title report issued by Commonwealth beginning at page 25 is deliberately omitted, as is the report by the VA’s Inspector General.

³ The SMCAO states “The soldiers' bathhouse was never built within the boundaries of the Palisades Bluff Property. Nina Fresco, a City Planning Commissioner who has extensively researched the history of Palisades Park in the Santa Monica History Museum, has compiled a persuasive historical narrative that suggests the bathhouse was intended to serve veterans residing on the WLA Campus (which is approximately 4 miles from the beach), but the construction of the bathhouse on the Palisades Bluff Property was never completed due to the failure to complete a private railroad segment that would transport soldiers from the WLA Campus to the beach.”

VCOEB RECOMMENDATION 21-02

WHEREAS, the SMCAO memorandum attached a copy of the September 28, 2018 report prepared by the VA's Inspector General entitled "VA's Management of Land Use under the West Los Angeles Leasing Act of 2016."

WHEREAS, the SMCAO memorandum purportedly relies on the fact that the VA Inspector General's report did not address the beachfront transaction as a ground for inferring that the VA did not question the integrity of regularity of the transaction. ("However, the Inspector General's determination did not discuss or question the conveyance of the Palisades Bluff Property to the City for use as a public park. Therefore, there is no legal basis to require the alternation of ownership or use of the Palisades Bluff Property.")

NOW THEREFORE LET IT BE RECOMMENDED ON SEPTEMBER 29, 2023:

RECOMMENDATION 21-02A: the Secretary of Veterans Affairs request the Office of Inspector General review the SMCAO memorandum titled *Veterans' Bathhouse Title Search* and provide a written report as to whether the Inspector General concurs with the City of Santa Monica's findings regarding the grant deed transfers to which the National Home for Disabled Volunteer Soldiers was a party, specifically the March 3, 1888 deed and April 25, 1900 deed.

RECOMMENDATION 21-02B: the Secretary of Veterans Affairs request the Office of Inspector General review the March 3, 1888 deed and April 25, 1900 deed and provide a written report as to whether such land transfers were done in accordance with all applicable law.



CITY ATTORNEY'S OFFICE MEMORANDUM

NOT ATTORNEY CLIENT PRIVILEGED

TO: Mayor, Mayor Pro Tem, Councilmembers, City Manager
FROM: Doug Sloan, City Attorney
Susan Cola, Assistant City Attorney
DATE: September 20, 2022
RE: Veterans' Bathhouse Title Search

QUESTION PRESENTED:

At the June 28, 2022, Council meeting and at the request of a veterans' group, at the request of Councilmembers Oscar de la Torre, Christine Parra, and Phil Brock, the Council allocated \$10,000 in City Council discretionary funds for the City Attorney to provide a legal review of the deed of March 3, 1888, by Arcadia Bandini granting beachfront property specifically and permanently for the healing and enjoyment of disabled veterans of the United States "the residents of the home". This property is referenced as the "Palisades Bluff Property".

The specific request for this Council item is as follows:

Request of Councilmembers Oscar de la Torre, Christine Parra and Phil Brock to allocate \$10,000 in City Council discretionary funds for the City Attorney to provide a legal review of the deed of March 3, 1888, by Arcadia Bandini granting beachfront property specifically and permanently for the healing and enjoyment of disabled veterans of the United States "the residents of the home". Acknowledge and confirm that the same language is written into the separate deed for the 300 acres, inland, that was executed on the same day, by the same attorney, of the same benefactors, for the same beneficiaries: Disabled Veterans. Confirm that this two-deed, March 3, 1888, vision of Arcadia Bandini and Senator Jones mirrored the March 4, 1865, sentiment in President Abraham Lincoln's Inauguration speech, "to care for him that shall have borne the battle, his widow and his orphans". Provide background on the history of the Pacific Branch of the National Home for Disabled Volunteer Soldiers before Brentwood, Westwood, and UCLA were thought of. Confirm that in 2018 the Office of the Inspector General of the DVA, upheld a challenge by advocates for veterans citing that UCLA, Brentwood School and Maverick Energy (oil drilling) were "void", therefore illegal, Leases.

SUMMARY:

This office conducted thorough legal and historical research, and included the assistance of Public Works, a title company, and historic preservation officials.

The March 3, 1888, conveyance of the Palisades Bluff Property occurred concurrently with a separate conveyance of 300 acres of land now constituting the West Los Angeles

Campus, which is owned and operated by the United States Department of Veterans Affairs. Also, the Inspector General determined the Veterans Administration (VA) conducted numerous improper property transactions on the West Los Angeles Campus, and failed to properly allocate the financial benefits of these transactions to veterans' uses. However, the Inspector General's determination did not discuss or question the conveyance of the Palisades Bluff Property to the City for use as a public park. Therefore, there is no legal basis to require the alteration of the ownership or use of the Palisades Bluff Property.

HISTORICAL BACKGROUND:

In March 1888, Senator John P. Jones and Arcadia B. de Baker donated, by deed, approximately 300 acres of land in Los Angeles, California, to the National Home for Disabled Volunteer Soldiers (the predecessors-in-interest to the United States Department of Veterans Affairs) to establish a home for disabled veterans. This property is known as the West Los Angeles (WLA) Campus. Two additional deeds were added later to expand the WLA Campus to its current size of 387 acres. This property is owned and operated by the United States Department of Veterans Affairs.

Concurrently with the transfer of land to establish the WLA Campus, Senator John P. Jones and Arcadia B. de Baker conveyed a parcel of land in Santa Monica (referenced herein as the "Palisades Bluff Property") to the National Home for Disabled Volunteer Soldiers grantees in consideration for the construction of a pavilion, maintenance of surrounding ornamental landscaping, and the construction of "a bathhouse on the beach". See **Attachment A** (copy of March 3, 1888, grant deed, as further described below).

The physical boundaries of the Palisades Bluff Property are described in the March 3, 1888, grant deed, and are depicted in **Attachment B**. The westernmost boundary of this property is approximately 300' from Ocean Avenue to the "line of ordinary high tide;" however, due to significant accretion of the beach since the 1888 conveyance, this westernmost boundary line is now located in the middle of the Pacific Coast Highway.

The soldiers' bathhouse was never built within the boundaries of the Palisades Bluff Property. Nina Fresco, a City Planning Commissioner who has extensively researched the history of Palisades Park in the Santa Monica History Museum, has compiled a persuasive historical narrative that suggests the bathhouse was intended to serve veterans residing on the WLA Campus (which is approximately 4 miles from the beach), but the construction of the bathhouse on the Palisades Bluff Property was never completed due to the failure to complete a private railroad segment that would transport soldiers from the WLA Campus to the beach.

Two grant deeds evidence the chain of title that ultimately resulted in the conveyance of title in the Palisades Bluff Property to the City of Santa Monica for purposes of a public park. The first deed (**Attachment C**) evidences the conveyance of this property from the National Home for Disabled Volunteer Soldiers to the Santa Monica Land & Water Company (which was owned by one of the original grantors, Senator Jones) in 1900. The second deed (**Attachment D**) evidences the conveyance of property in 1908, including the Palisades Bluff Property (excluding a strip of land from the railroad right-of-way at the base of the bluff to the ordinary high tide line) to the City of Santa Monica "as a public park forever, and to be maintained for park purposes only, and if not continuously so used, the same shall revert to grantor."

The Palisades Bluff Property constitutes part of Palisades Park. A recent title report, dated July 15, 2022, shows title to the entirety of Palisades Park vested in the City of Santa Monica is attached as **Attachment E**.

In subsequent correspondence with the veterans' group that requested this research, assertions were made that other properties were designated for use as a soldiers' bathhouse, including the City's North 8 Parking Lot and the adjacent parking lot used by the Jonathan Club. However, these properties were not included in the 1888 grant deed. A recent title report, dated June 28, 2022, shows title to the City's North 8 Lot vested in the State of California. See **Attachment F**. The adjacent parking lot used by the Jonathan Club is subject to a three-party agreement by and among the State, the City, and the Jonathan Club. See **Attachment G**.

In June 2011, a class action lawsuit, *Valentini vs. Shinseki*, was filed against the VA in the U.S. District Court for the Central District of California. The plaintiffs included veterans suffering from mental health disorders and other injuries who, as a result, were homeless; Vietnam Veterans of America; and a descendent from the original grantors of the WLA Campus (the Arcadia B. de Baker family). The plaintiffs asked the Court to find, in part, that VA had breached and continued to breach its fiduciary duty as trustee by allowing the WLA Campus to be used for purposes other than for disabled veterans.

On August 29, 2013, the court granted the plaintiffs' claim alleging that several leasing agreements of the WLA Campus were illegal. The judge found these agreements were unauthorized by law and therefore void because they did not constitute a sharing of health care resources consistent with VA's legal authority. Enforcement of the judgment was pending the resolution of any appeal. The litigation continued until settlement was reached in 2015.

On January 28, 2015, the Secretary of Veterans Affairs, the plaintiffs' attorney, and the former Mayor of Santa Monica announced that all parties involved had entered into a good faith agreement to end the lawsuit. This agreement, Principles for a Partnership and Framework for a Settlement, required the two parties to work together as partners, in coordination with key federal, state, and local government bodies, as well as community stakeholders and charitable and philanthropic entities, to end veteran homelessness in Greater Los Angeles in 2015 and beyond.

From June through October 2015, VA officials met with key stakeholders, including local neighborhood leaders, offices of members of Congress, offices of California state legislators, and veteran and housing advocacy groups. The purpose of these meetings was to solicit input and brief these stakeholders on the status of the Draft Master Plan (DMP) for the WLA campus. On January 28, 2016, VA published the DMP, providing a framework to assist VA in revitalizing the campus to become veteran focused. The new veteran focus required VA to only enter into land use agreements that resulted in healthcare benefits, services, or resources being provided directly to veterans and/or their families.

In 2016, the Office of the Inspector General for the Department of Veterans Affairs conducted an investigation into the management of the WLA Campus by the VA, and generally found its property leasing practices and agreements to be deficient with respect to ensuring fair bargaining and compensation and ensuring that the financial benefits from

these transactions be used for veterans' health services. See **Attachment H** (Copy of Inspector General's Report).

Neither the *Valentini vs. Shinseki* lawsuit nor the Inspector General's report discusses or questions the conveyances of the Palisades Bluff Property that ultimately resulted in the City's ownership of this property for use as a public park.

CONCLUSION:

The Palisades Bluff Property was conveyed in 1888 to the National Home for Disabled Volunteer Soldiers for construction of a pavilion and beach bathhouse, which was never completed. This property was transferred back to an entity affiliated with the grantors in 1900, and then sold to another commercial entity, which sold it to the City in 1908 for use as a public park. This property now constitutes a portion of Palisades Park, which has been owned and operated by the City since 1908. While litigation was filed against the Department of Veterans' Affairs in 2011 pertaining to alleged mismanagement of the WLA Campus, and the Inspector General conducted its own investigation subsequent to settlement of the litigation in 2015, no findings were made regarding the conveyance of the Palisades Bluff Property to the City or any other properties within the City, including the North 8 City Lot or the adjacent Jonathan Club leased parking area, which were not conveyed in March 3, 1888, deed (**Attachment A**). Therefore, it does not appear the terms of the original Grant Deed with respect to any Veterans' interests have been breached.

Attachment A: March 3, 1888, conveyance deed of the Property from John P. Jones and Arcadia B. de Baker to National Home for Disabled Volunteer Soldiers, a corporation, framed and existing under the laws of the United States of America in consideration for the construction of a pavilion on the bluff and construction of a "bath-house on the beach".

The legal description of the Property in the March 3, 1888, deed is, as follows:

Commencing at a point one hundred (100) feet Southwesterly and at right angles from the Northeasterly line of Ocean Avenue of projected Northwesterly across Montana Street and distant Northwesterly two hundred (200) feet at right angles from the Southeasterly line of Montana Street of projected Southwesterly across Ocean Avenue to the Beach, from said point of beginning Northwesterly parallel with said Ocean Avenue in projected two hundred (200) feet to a point distance at right angles Southwesterly three hundred (300) feet more or less, to the Ocean Beach at the line of ordinary hightide. These it right angles Southeasterly. Following the line of ordinary hightide, two hundred (200) to a point. Three at right angles Northeasterly in straight line, three hundred (300) feet more or less, to the front of beginning; reference being had for said streets Avenues and locations to the map of the town of Santa Monica now on file in the office of the County Recorder of said county of Los Angeles, reserving however, to the parties hereto of the of the first part a strip of land fifty (50) feet on width across each track of land at the foot of the bluff for right of way for railroad track and roadway, to have and to hold the said land and premises with the appurtenances, for the purpose core said, into the said party of the second part forever with the reservation however, to the parties

hereto of the first part of the strip under the bluff for the right of way as aforesaid.

Attachment B: Location of parcel described in 1888 deed.

Attachment C: April 25, 1900, conveyance deed of the Property **from** National Home for Disabled Volunteer Soldiers, a corporation, framed and existing under the laws of the United States of America **to** the Santa Monica Land & Water Company, framed and existing under the laws of the State of California conveyed the Property for the sum of \$10.00.

Attachment D: June 28, 1908, conveyance deed of a larger tract now consisting of Palisades Park, from Montana Avenue to the north City limit, including the Property, from H.M. Gorham and R.C. Gillis and the Alta Santa Monica Company, a corporation organized under the laws of the State of California, **to** the City of Santa Monica *"as a public park forever, and to be maintained for park purposes only, and if not continuously so uses, the same shall revert to grantor,"* for the sum of \$446.85 in gold coin.

Attachment E: Preliminary title report, dated July 15, 2022, showing title to Palisades Park vested in the City of Santa Monica.

Attachment F: Preliminary title report, dated June 28, 2022, showing title to the North 8 Lot vested in the State of California.

Attachment G: Assessor's Map Showing Leased Areas to Jonathan Club.

Attachment H: Inspector General Report on VA Management of the WLA Campus.

ATTACHMENT A
BEHIND THIS PAGE

Subject to the conditions and limitations hereinafter contained.

Now therefore, in consideration of the premises, and of the location and construction upon said site, on the bluff, of a suitable pavilion of modern style and finish, and of the improvement and ornamentation of the grounds surrounding the same, and also of the erection and construction of a bath-house on the beach in front thereof, of corresponding style and finish for the purpose intended, and in further consideration of the benefits to accrue to the said parties of the first part as the owners of said Rancho San Vicente of Santa Monica, by the improvement and use of said site in the manner and for the purposes as aforesaid, have given and granted, and by these presents do give and grant unto the said party of the second part, all the following described land and premises situate, lying and being in the County of Los Angeles, State of California, and being a portion of said Rancho San Vicente of Santa Monica, and particularly bounded and described as follows:

Commencing at a point one hundred (100) feet Southeasterly and at right angles from the Northeasterly line of Ocean Avenue, is projected Northeasterly across Montana Street, and distant Northeasterly two hundred (200) feet at right angles from the Southeasterly line of Montana Street, is projected Southeasterly across Ocean Avenue to the beach, thence from said point of beginning Northeasterly parallel with said Ocean Avenue is projected two hundred (200) feet to a point; thence at right angles Southeasterly three hundred (300) feet more or less, to the Ocean Beach at the line of ordinary high tide; thence at right angles Southeasterly, following the line of ordinary high tide, two hundred (200) feet to a point; thence at right angles Northeasterly in a straight line, three hundred (300) feet more or less, to the point of beginning; reference being had for said streets, avenues and locations to the map of the town of Santa Monica now on file in the Office of the County Recorder of said County of Los Angeles; reserving however, to the parties hereto of the first part, a strip of land fifty (50) feet in width across said tract of land at the foot of the bluff for right of way for railroad track and roadway, to have and to hold the said land

and premises with the appurtenances, for the purposes aforesaid, unto the said party of the second part. Moreover, with the reservation, however, to the parties hereto of the first part of the strip under the bluff for the right of way as aforesaid.

In Witness Whereof, the said parties of the first part hereto have hereunto set their hands and seals the day and year first above written.

John C. Jones (Seal)

By his attorney in fact Walter Van Dyke (Seal)

Arcadia B. de Baker (Seal)

By her atty. in fact Robt. S. Baker.

State of California,
County of Los Angeles. } ss. On this 5th day of March in the year one thousand eight hundred and eighty-eight, before me, Charles North, a Notary Public in and for said Los Angeles County, residing therein, duly commissioned and sworn, personally appeared Walter Van Dyke known to me to be the person described in, and whose name is subscribed to the within instrument, as the Attorney in fact of John C. Jones, and the said Walter Van Dyke acknowledged to me that he subscribed the name of John C. Jones thereunto as principal, and his own name as Attorney in fact.

In Witness Whereof, I have hereunto set my hand and affixed my Official Seal, at my office in the City and County of Los Angeles, the day and year in this certificate first above written.

(Notarial Seal)

Charles North, Notary Public

State of California,
County of Los Angeles. } ss. On this 5th day of March in the year one thousand eight hundred and eighty-eight, before me, Charles North, a Notary Public in and for said Los Angeles County, residing therein, duly commissioned and sworn, personally appeared Robt. S. Baker, known to me to be the person described in, and whose name is subscribed to the within instrument, as the attorney in fact of Arcadia B. de Baker, and the said Robt. S. Baker acknowledged to me that he subscribed the name of Arcadia B. de Baker thereunto as principal, and his

own name as Attorney in fact.

In Witness Whereof, I have hereunto set my hand and affixed my official seal, at my office in the City and County of Los Angeles, the day and year in this Certificate first above written.

(Notarial Seal)

Charles North

Notary Public

70 A full true and correct copy of the original recorded at request of Grantie, Mar. 27, 1888, at 10 min. past 12 M.

Frank A. Gibson County Recorder

By Frank N. White Deputy

This Agreement, made and entered into this 27th day of September in the year of our Lord one thousand eight hundred and eighty-seven. Between R. P. Royal of the City and County of Los Angeles, State of California, the party of the first part, and Mrs. Kate B. Thorpe of the same place the party of the second part, Witnesseth: That the said party of the first part, in consideration of the covenants and agreements on the part of the said party of the second part hereinafter contained agree to sell and convey unto the said party of the second part, and said second party agree to buy all that certain lot or parcel of land, situate in the City and County of Los Angeles, and State of California, and bounded and particularly described as follows, to-wit:

Being Lot Number "One" H of the Royal Tract, situated on the Extension of Figueroa St. as per Map of said tract recorded in Book 24 Page 12 in the Records office of Los Angeles County, for the sum of One Thousand Dollars, lawful money of the United States; and the said party of the second part, in consideration of the premises agree to pay at the time and in the manner hereinafter mentioned to the said party of the first part, the said sum of One Thousand Dollars, as follows to-wit:

Two Hundred and Fifty \$250.⁰⁰ Dollars Cash in hand, the receipt of which is hereby acknowledged. Two Hundred and Fifty \$250.⁰⁰ Dollars, March 27th 1888. Two Hundred and Fifty \$250.⁰⁰ Dollars June 27th 1888. Two Hundred and Fifty \$250.⁰⁰ Dollars Feb. 27th

Subject to the conditions and limitations hereinafter contain from therefore, in consideration of the premises and of the location and construction upon said site on the bluff of a suitable pavilion of a modern style and finish, and of the improvement and ornamentation of the grounds surrounding the same, and also of the irrigation and construction of a bath-house on the beach Infront thereof of corresponding style and finish for the purpose intended, and in further consideration of the benefits to accrue to the said parties of the first part as the owners of said Rancho San Vicente of Santa Monica. By the improvement and use of said site in the manner and for the purpose of foresaid have given and granted, and by these presents do give and grant into the said party of the second part, all the following described land and premises. Situate, lying and being in the County of Los Angeles, State of California, and being a portion of said Rancho San Vicente of Santa Monica, and particularly founded and described as follows:

Commencing at a point one hundred (100) feet Southwesterly and at right angles from the Northeasterly line of Ocean Avenue of projected Northwesterly across Montana Street and distant Northwesterly two hundred (200) feet at right angles from the Southeasterly line of Montana Street of projected Southwesterly across Ocean Avenue to the Beach, from said point of beginning Northwesterly parallel with said Ocean Avenue in projected two hundred (200) feet to a point distance at right angles Southwesterly three hundred (300) feet more or less, to the Ocean Beach at the line of ordinary hightide. These it right angles Southeasterly. Following the line of ordinary hightide, two hundred (200) to a point. Three at right angles Northeasterly in straight line, three hundred (300) feet more or less, to the front of beginning; reference being had for said streets Avenues and locations to the map of the town of Santa Monica now on file in the office of the County Recorder of said county of Los Angeles, reserving however, to the parties hereto of the of the first part a strip of land fifty (50) feet on width across each track of land at the foot of the bluff for right of way for railroad track and roadway, to have and to hold the said land and premises with the appurtenances, for the purpose core said, into the said party of the second part forever with the reservation however, to the parties hereto of the first part of the strip under the bluff for the right of way as aforesaid.

In Witness Whereof, the said parties of the first part hereto have hereunto further hands and reals the day and year first above written.

John P. Jones (Seal)
By his attorney in fact Walter Van Dyke (Seal)
Arcadia B. de Baker (Seal)
By her atty. In fact, Robb S. Baker

State of California }
County of Los Angeles } SS.
 }

On this 5th year one thousand Eight Hundred and Eighty -Eight, before one Charles Worth, a Notary Public in and for said Los Angeles County, residing therein truly commissioned and Known personally appeared Walter Van Dyke know to me to be the person described in and who whose name is subscribed to the within instrument, s the Attorney in fact of John P. Jones, and

the said Walter Van Dyke acknowledged to me that he subscribed the name of John P, Jones thereunto as principal and his own name as attorney in fact.

In Witness Whereof, I have hereunto set my hand and affixed my Official Seal at my office in the City and County of Los Angeles, the day and first above written.

(Notarial Seal)

Charles Worth Notary Public

State of California }
 } SS.
County of Los Angeles}

On this day 5th day of March in the year one thousand Eight hundred and eighty-eight, before me, Charles Worth a Notary Public in and foresaid Los Angeles County residing therein, duly commissioned and sworn, personally appeared Robb S. Baker known to me to be the person described in and whose name is subscribed to the within instrument as the attorney in fact of Arcadia B. de Baker and the said Robb S. Baker acknowledged to me that he subscribed the name of Arcadia B. de Baker thereunto as a principal and his own name as attorney in fact.

In Witness whereof, I have here into set my hand and affixed my office in the City and County of Los Angeles the day and year in this Certificate first above written. (Notarial Seal).

A full true and correct copy of the original recorded at request of Grantee, Mar 10, 1888, at 16 Min. pasty 12n.

Frank A. Gibson County Recorder
By Frank N. Whilos Deputy

This agreement made and entered into this 27th day of September in the year of our Lord one thousand Eight hundred and eighty-seven. Between R. J Royal Los Angeles, State of California the party of the first part and Mrs. Kate T. Thorpe of the same place of the party of the second part, Whatso that the said party of the first part in consideration of the covenant and agreement on the part of the said party of the second part hereinafter contained agree to sell and convey into the said party of the second part and said second party agree buy all that certain lot or parcel of land situate in the City and County of Los Angeles and Stat of California, and founded and particularly described as follows to wit:

Being lot Number "one"(1) of the Royal Track situated on the Extension of Figueroa St. as per map of said track recorded in book 24 page 12 in the recorders office of Los Angeles County, for the sum of One thousand dollars lorefice money of the United State and the said party of the second part in consideration of the promises agree to pay at the time and in the and in the manner hereinafter mentioned to the said party of the first part the said sum of one thousand dollars as follows to Wit:

Two hundred and Fifty \$250.00 Dollars cash in hand the receipt for which is hereby acknowledged Two hundred and fifty \$250.00 Dollars March 27th, 1888. Two hundred and fifty \$250.00 Dollars June 27th, 1888. Two hundred and fifty March 27th.

Subject to the conditions and limitations hereinafter contain from therefore, in consideration of the premises and of the location and construction upon said site on the bluff of a suitable pavilion of a modern style and finish, and of the improvement and ornamentation of the grounds surrounding the same, and also of the irrigation and construction of a bath-house on the beach Infront thereof of corresponding style and finish for the purpose intended, and in further consideration of the benefits to accrue to the said parties of the first part as the owners of said Rancho San Vicente of Santa Monica. By the improvement and use of said site in the manner and for the purpose of foresaid have given and granted, and by these presents do give and grant into the said party of the second part, all the following described land and premises. Situate, lying and being in the County of Los Angeles, State of California, and being a portion of said Rancho San Vicente of Santa Monica, and particularly founded and described as follows:

Commencing at a point one hundred (100) feet Southwesterly and at right angles from the Northeasterly line of Ocean Avenue of projected Northwesterly across Montana Street and distant Northwesterly two hundred (200) feet at right angles from the Southeasterly line of Montana Street of projected Southwesterly across Ocean Avenue to the Beach, from said point of beginning Northwesterly parallel with said Ocean Avenue in projected two hundred (200) feet to a point distance at right angles Southwesterly three hundred (300) feet more or less, to the Ocean Beach at the line of ordinary hightide. These it right angles Southeasterly. Following the line of ordinary hightide, two hundred (200) to a point. Three at right angles Northeasterly in straight line, three hundred (300) feet more or less, to the front of beginning; reference being had for said streets Avenues and locations to the map of the town of Santa Monica now on file in the office of the County Recorder of said county of Los Angeles, reserving however, to the parties hereto of the of the first part a strip of land fifty (50) feet on width across each track of land at the foot of the bluff for right of way for railroad track and roadway, to have and to hold the said land and premises with the appurtenances, for the purpose core said, into the said party of the second part forever with the reservation however, to the parties hereto of the first part of the strip under the bluff for the right of way as aforesaid.

In Witness Whereof, the said parties of the first part hereto have hereunto further hands and reals the day and year first above written.

John P. Jones (Seal)

By his attorney in fact Walter Van Dyke (Seal)

Arcadia B. de Baker (Seal)

By her atty. In fact, Robb S. Baker

State of California }
County of Los Angeles } SS.
 }

On this 5th year one thousand Eight Hundred and Eighty -Eight, before one Charles Worth, a Notary Public in and for said Los Angeles County, residing therein truly commissioned and Known personally appeared Walter Van Dyke know to me to be the person described in and who whose name is subscribed to the within instrument, s the Attorney in fact of John P. Jones, and

the said Walter Van Dyke acknowledged to me that he subscribed the name of John P, Jones thereunto as principal and his won name as attorney in fact.

In Witness Whereof, I have hereunto set any and affixed my Official Seal at my office in the City and County of Los Angeles, the day and first above written.

(Notarial Seal)

Charles Worth Notary Public

State of California }
 } SS.
County of Los Angeles}

On this day 5th day of March in the year one thousand Eight hundred and eighty-eight, before me, Charles Worth a Notary Public in and foresaid Los Angeles County residing therein, duly commissioned and sworn, personally appeared Robb S. Baker known to me to be the person described in and whose name is subscribed to the within instrument as the attorney in fact of Arcadia B. de Baker and the said Robb S. Baker acknowledged to me that he subscribed the name of Arcadia B. de Baker thereunto a principal and his own name as attorney in fact.

In Witness whereof, I have here into set my hand and affixed my office in the City and County of Los Angeles the day and year in this Certificate first above written. (Notarial Seal).

A full true and correct copy of the original recorded at request of Grantee, Mar 10, 1888, at 16 Min. pasty 12n.

Frank A. Gibson County Recorder
By Frank N. Whilos Deputy

This agreement made and entered into this 27th day of September in the year of our Lord one thousand Eight hundred and eighty-seven. Between R. J Royal Los Angeles, State of California the party of the first part and Mrs. Kate T. Thorpe of the same place of the party of the second part, Whatso that the said party of the first part in consideration of the covenant and agreement on the part of the said party of the second part hereinafter contained agree to sell and convey into the said party of the second part and said second party agree buy all that certain lot or parcel of land situate in the City and County of Los Angeles and Stat of California, and founded and particularly described as follows to wit:

Being lot Number "one"(1) of the Royal Track situated on the Extension of Figueroa St. as per map of said track recorded in book 24 page 12 in the recorders office of Los Angeles County, for the sum of One thousand dollars lorefice money of the United State and the said party of the second part in consideration of the promises agree to pay at the time and in the and in the manner hereinafter mentioned to the said party of the first part the said sum of one thousand dollars as follows to Wit:

Two hundred and Fifty \$250.00 Dollars cash in hand the receipt for which is hereby acknowledged Two hundred and fifty \$250.00 Dollars March 27th, 1888. Two hundred and fifty \$250.00 Dollars June 27th, 1888. Two hundred and fifty March 27th.

ATTACHMENT B
BEHIND THIS PAGE

Location of Parcel Described in Deed 405-36, Dated March 3, 1888



The parcel, outlined in pink, is referenced by the SE corner of Montana Avenue and Ocean Avenue. It is 200 feet south and 100 feet west of that corner, marked in red, in an area that was outside the city limit in 1888 when it was granted by founders Jones & Baker to the National Home for Disabled Volunteer Soldiers. The gifted parcel measured 200 feet by approximately 300 feet. The west boundary was specifically described as the line of ordinary high tide, which in 1888 came very close to where the Pacific Coast Highway is today. The founders reserved a 50-foot right of way for a road and railroad tracks at the base of the bluff.

ATTACHMENT C
BEHIND THIS PAGE

1369

This Indenture, Made the 25th day of April in the year of our Lord nineteen hundred, by and between the National Home for Disabled Volunteer Soldiers, a corporation, framed and existing by and under the laws of the United States of America, the party of the first part, and the Santa Monica Land & Water Company, a corporation, framed and existing under and by virtue of the laws of the State of California the party of the second part, Witnesseth:

That the said party of the first part for and in consideration of the sum of Ten Dollars, lawful money of the United States of America, to it in hand paid by the said party of the second part, the receipt whereof is hereby acknowledged, does by these presents bargain and sell, convey and confirm unto the said party of the second part to its successors and assigns forever,

First: All those certain lots, pieces or parcels of land, situated lying and being in the Rancho San Jose de Buenos Ayres, in the County of Los Angeles, State of California, and more particularly described as Lots Three, Four, Five and Six, in Block Ten, Lot Four in Block Nine, the West one-half of Lots Two and Three in Block Eleven and the West ten acres of Lot Four in Block Eleven as per map of the subdivision of the said Rancho San Jose de Buenos Ayres, recorded in Volume 26, at pages 19 to 25 Miscellaneous Records in the office of the Recorder of said Los Angeles county, and being the same property heretofore conveyed by John Wolfkill, to the said party of the first part by deed dated February 2nd, 1891, and recorded in Volume 728 of Deeds at page 95, Records in the office of the Recorder of said county of Los Angeles.

Second: Also all that certain lot, piece or parcel of land situated, lying and being in the Rancho San Vicente y Santa Monica, County of Los Angeles, and State of California, and more particularly bounded and described as follows; to wit:

Commencing at the cement monument placed at the southwest corner of the three hundred acre tract now owned and occupied by the said National Home for Disabled Volunteer Soldiers, Pacific Branch, and running thence from said point of beginning North 35° 30' West a distance of 933.4 feet along the westerly line of the said three hundred acre tract; thence at right angles North 54° 30' East a distance of 933.4 feet; thence at right angles south, 35° 30' East a distance of 933.4 feet to a point in the southerly line of the aforesaid three hundred acre tract; thence at right angles south 54° 30' West a distance of 933.4 feet along the southerly line of said three hundred acre tract to the place of beginning, the same being the south west corner of said three hundred acre tract, and containing twenty (20) acres.

of land more or less;

Third: Also the following piece or parcel of land more particularly bounded and described as follows, to wit:

Commencing at a point one hundred (100) feet northwesterly and at right angles from the northeasterly line of Ocean Avenue, if projected north westerly across Montana street, and distant northwesterly two hundred (200) feet at right angles from the southeasterly line of Montana street, if projected southwesterly across Ocean Avenue to the Beach, running from said point of beginning northwesterly parallel with said Ocean Avenue if projected two hundred (200) feet to a point; thence at right angles southwesterly three hundred (300) feet, more or less, to the Ocean Beach at the line of ordinary high tide; thence at right angles southeasterly following the line of ordinary high tide, two hundred (200) feet to a point; thence at right angles northeasterly in a straight line, three hundred (300) feet, more or less, to the point of beginning; reference being had for said streets, avenues and locations to the map of the Town of Santa Monica, California, now on file in the office of the County Recorder of said county of Los Angeles.

Together with all and singular the tenements, hereditaments and appurtenances thereunto belonging or in anywise appertaining, and the reversion and reversions, remainder and remainders, rents, issues and profits thereof.

To Have and to Hold, all and singular the said premises, together with the appurtenances, unto the said party of the second part and to its successors and assigns forever. Provided that the said party of the second part, its successors or assigns, shall never use the said parcel of land, second above described, containing twenty acres more or less, and which is the southwest corner of the said three hundred acre tract, or permit the same to be used for the purpose of selling or dispensing liquors or intoxicants of any kind thereon, or for any other objectionable purposes whatsoever.

In Witness Whereof, the said party of the first part has caused these presents to be subscribed by its President and Secretary, and its Corporate Seal to be affixed the day and year first above written.

(Corporate Seal) National Home for Disabled Volunteer Soldiers.

By M. T. McMahon President.

Thomas J. Henderson. Secretary.

State of New York, County of New York [ss.]

On this 25th day of April in the year of our Lord, one thousand nine hundred, before me William A. Ferguson a Notary Public in and for the County of Kings State of New York, residing in said State

1369

commissioned and sworn, personally appeared M. T. McMahon to me known and known to me to be the President of the Board of Managers of the National Home for Disabled Volunteer Soldiers, the Corporation described in, and who executed, the within instrument, and acknowledged to me that such Corporation executed the same.

In Witness Whereof, I have hereunto set my hand and affixed my official seal, in said County, the day and year in this certificate first above written.

(Notarial Seal) Wm A. Ferguson

Notary Public (Sb) Kings County, Certificate filed in New York County.
State of New York, County of New York ss.

I, William Schmeer, Clerk of the County of New York, and, also Clerk of the Supreme Court for the said County, the same being a Court of Record, Do Hereby Certify, That Wm A. Ferguson has filed in the Clerk's Office of the County of New York a certified copy of his appointment as Notary Public for the County of Kings with his autograph signature, and was at the time of taking the proof or acknowledgment of the annexed instrument, duly authorized to take the same.

And further that I am well acquainted with the hand writing of such Notary, and verily believe the signature to the said certificate of proof or acknowledgment to be genuine.

In Testimony Whereof I have hereunto set my hand and affixed the seal of the said Court and County the 25 day of Apr. 1900.

U. S. Revenue Stamp
not cancelled

(County Court Seal)

Wm Schmeer Clerk.

41. A full, true and correct copy of original. Recorded at request of Grantee.

May 24 1900. At 46 min. past 3 P.M.

R. D. Wade

County Recorder. By Arraldie Deputy

x

U. S. Revenue Stamp
not cancelled

This Indenture, made the 16th day of May in the year of our Lord one thousand nine hundred.

Between E. J. Ferrell and Sarah J. Ferrell his wife of the City and County of Los Angeles, State of California, the parties of the first part, and Almira A. Wilderman of Los Angeles, California, the party of the second part. Witnesseth: That the said party of the first part, for and in consideration of the sum of Four Hundred (\$400) Dollars, lawful money of the United States of America, to them in hand paid by the said party of the second part, the receipt whereof is hereby acknowledged, do by these presents, grant, bargain and sell, convey and confirm, unto the said party of the second part, and to her heirs and assigns forever, all the certain lots, pieces or parcels of land, situate, lying and being in the City and County of Los Angeles, State of California, and bounded and particularly described as follows, to-wit:

Lots One (1) Two (2) Three (3) Four (4), Twenty-two (22) Twenty

ATTACHMENT D
BEHIND THIS PAGE

corporation of Los Angeles, Cal., showing title in said first party free from all encumbrances.

And it is understood that the stipulations aforesaid are to apply to and bind the heirs, executors, administrators and assigns of the respective parties.

In Witness Whereof, the said parties have hereunto set their hands and seals the day and year first above written.

Signed, Sealed and Delivered } Thos. J. Mc Coy (Seal)
in the Presence of D. L. Jones } E. W. Riddle (Seal)

State of California, County of Los Angeles.

On this 26th day of June in the year nineteen hundred and 8, before me, Vera E. Herrmann, a Notary Public in and for said County of Los Angeles, State of California, residing therein, duly commissioned and sworn, personally appeared Thos. J. Mc Coy and E. W. Riddle, known to me to be the persons whose names are subscribed to the within instrument and who acknowledged to me they executed the same.

In Witness Whereof I have hereunto set my hand, and affixed my official seal the day and year in this certificate first above written.

(Notarial Seal) Vera E. Herrmann, Notary Public
in and for said County of Los Angeles, State of California.

74 A full, true and correct copy of original recorded at request of
Copied 14 Verde, June 27, 1908. At 2.5 min past 11 A.M.
C. L. Logan, County Recorder, By A. Howlett Deputy

Bargain and Sale Deed.

88¹ This Indenture, made the 25th day of May, 1908, Between H. M. Gorham and R. C. Gillis and The Alta Santa Monica Company, a Corporation organized under the laws of the State of California and having its principal place of business at Los Angeles County of Los Angeles, the parties of the first part, and City of Santa Monica, a municipal corporation of said State and County, the party of the second part.

Witnesseth: That the said parties of the first part, for and in consideration of the sum of Four Hundred Forty six and ⁸⁵/₁₀₀ Dollars in gold coin of the United States of America, to them in hand paid by the said party of the second part, the receipt whereof is hereby acknowledged, have granted, bargained and sold, conveyed and confirmed and by these presents do grant,

bargain and sell, convey and confirm unto the said party of the second part, forever, all that certain lot, piece or parcel of land situate, lying and being in the City of Santa Monica, County of Los Angeles, and State of California, and particularly described as follows, to wit:

Bounded on the Easterly side by Ocean Avenue and right of way of the Los Angeles Pacific Company, as per deed recorded in Book — Page — of Deeds, Los Angeles County Records; on the Northerly side by the North line of Adelaide Drive extended Westerly; on the Westerly side by the right of way of the Southern Pacific Railroad Company; and on the Southerly side by the middle line of Alta Avenue extended Westerly.

Together with all and singular the tenements, hereditaments and appurtenances thereto belonging or in anywise appertaining, and the reversion and reversions, remainder and remainders, rents issues and profits thereof.

To Have and To Hold all and singular the said premises together with the appurtenances, unto the said party of the second part as and for a public park forever, and to be maintained for park purposes only, and if not continuously so used, the same shall revert to the grantors.

In Witness Whereof, the said first parties have caused this deed to be executed, The Alta Santa Monica Company by its proper officers thereunto duly authorized, and the individuals by their hands and seals, this 25th day of May, 1908.

(Corporate Seal)

The Alta Santa Monica Company,

By H. M. Gorham, Vice Pres't.

By R. C. Gillis, Secretary.

H. M. Gorham.

R. C. Gillis.

State of California, County of Los Angeles 3rd.

On this 25th day of May, in the year of our Lord, one thousand, nine hundred, and eight A.D. before me, Martha Freeman, a Notary Public in and for said County of Los Angeles State of California, residing therein, duly commissioned and sworn, personally appeared H. M. Gorham and R. C. Gillis, known by me to be the Vice President, and Secretary, respectively of the Alta Santa Monica Company, and known to me to be ~~the persons who~~ executed the within and foregoing instrument on behalf of the Corporation therein named, and acknowl-

edged, to me, that said corporation executed the same.

In Witness Whereof I have hereunto set my hand and affixed my official seal in said County, the day and year in this certificate first above written.

(Notarial Seal) Martha Freeman, Notary Public
in and for Los Angeles County, State of California.
State of California County of Los Angeles 22.

On this 25th day of May, in the year one thousand nine hundred and eight, A.D. before me, Martha Freeman a Notary Public in and for said County, residing therein, duly commissioned and sworn, personally appeared, H. M. Gorham and R. C. Ellis, personally known to me to be the persons whose names are subscribed to the within instrument, and acknowledged, to me, that they executed the same.

In Witness Whereof, I have hereunto set my hand and affixed my official seal the day and year in this certificate first above written.

(Notarial Seal) Martha Freeman, Notary Public
in and for the County of Los Angeles, State of California.

72. A full, true and correct copy of original recorded at request of
Copies 14. Grantee, Jun. 27, 1908, at 23 min. past 11 A.M.
C. L. Logan, County Recorder, By: A. Howlett Deputy

Bargain and Sale Deed.

This Indenture, Made the First day of June, 1908, Between the Palisades Investment Company, a corporation organized under the laws of the State of California, and having its principal place of business at Santa Monica, County of Los Angeles, the party of the first part, and City of Santa Monica, a municipal corporation of said State and County, the party of the second part,

Witnesseth: That the said party of the first part, for and in consideration of the sum of Thirteen Hundred and Fifty (\$1350) Dollars, in Gold Coin of the United States of America, to it in hand paid by the said party of the second part, the receipt whereof is hereby acknowledged, has granted, bargained and sold, conveyed and confirmed, and by these presents does grant, bargain and sell, convey and confirm unto the said party of the second part forever, all that certain lot, piece or parcel of land situate, lying and being in the City of Santa Monica, County of Los Angeles, and State of California, and particularly described

as follows to wit:-

Bounded on the Easterly side by the right of way of the Los Angeles Pacific Company, as per deed recorded in Book — Page —, of Deeds, Los Angeles County Records; on the Northerly side by the center line of Alta Avenue extended Westerly; on the westerly side by the right of way of the Southern Pacific Railroad Company; and on the Southerly side by the Northerly line of Montana Avenue extended Westerly.

Together with all and singular the tenements, hereditaments and appurtenances thereunto belonging or in anywise appertaining, and the reversion and reversions, remainder and remainders, rents, issues and profits thereof.

To Have and To Hold all and singular the said premises together with the appurtenances, unto the party of the second part as and for a public park forever, and to be maintained for park purposes only.

In Witness Whereof the said party of the first part has hereunto caused its corporate name and seal to be hereunto affixed by its proper officers thereunto duly authorized

(Corporate Seal) Palisades Investment Company
By Edwin M. Hills, Vice President
By Wm. S. Vawter, Secretary.

State of California, County of Los Angeles, ss:

On this 1st day of June in the year nineteen hundred and eight, before me, John C. Steele, a Notary Public in and for said County of Los Angeles, State of California, residing therein, duly commissioned and sworn, personally appeared Edwin M. Hills, known to me to be the Vice President, and Wm. S. Vawter, known to me to be the Secretary of Palisades Investment Company, the corporation which executed the within and annexed instrument and acknowledged to me that such corporation executed the same.

In Witness Whereof I have hereunto set my hand and affixed my official seal the day and year in this certificate first above written.

(Notarial Seal) John C. Steele, Notary Public
in and for said County.

73 A full, true and correct copy of original recorded at request of Grantee
Copy 14 June 27, 1908, at 24 min. past 11 A.M.

C. L. Logan, County Recorder,

By A. Howlett, Deputy

VCOEB RECOMMENDATION 21-03

WHEREAS, in FY21, Los Angeles County Workforce Development Board served 28,600 participants of which Veterans represented less than 5% of those served. In addition, Los Angeles County Supervisorial District 3 (where the campus is located) had the least amount of participation by Supervisorial District;¹

WHEREAS, access to gainful employment is one of the best measures to prevent homelessness;

WHEREAS, the Los Angeles County Department of Economic Opportunity (DEO), the successor organization to LA County Workforce Development Board, currently serves as the central economic and workforce development agency of Los Angeles County;

WHEREAS, DEO recently conducted a Request for Proposals for the Los Angeles County America's Job Centers of California Modernization;²

WHEREAS, the Request for Proposals will fund regional, sector and population-based worker programs including specialized services for Veterans;³

WHEREAS, VA West Los Angeles Master Plan 2022 stated, "This update reaffirms existing job training and employment activities with the addition of near-term opportunities in the Town Center area. Assessments for additional longer-term job training and employment activities will be conducted."⁴

WHEREAS, Veterans who receive patient care on campus are screened for a variety of factors including homelessness and suicidal ideation;

WHEREAS, currently, Veterans who receive patient care on campus are not screened for employment status;

WHEREAS, it is the opinion of VCOEB that VA should establish a pilot employment screening mechanism for Veterans, in partnership with the County of Los Angeles, as a measure to increase veteran participation in the workforce and prevent Veterans homelessness downstream.

NOW THEREFORE LET IT BE RECOMMENDED ON SEPTEMBER 29, 2023:

RECOMMENDATION 21-03A: the Secretary of Veterans Affairs instruct VA Greater Los Angeles Healthcare System to work in partnership with LA County Department of Economic Opportunity to establish a Veterans American Job Center of California (AJCC) on campus;

¹ WDB Quarterly Report Participants Served FY2021

² <https://opportunity.lacounty.gov/modernizing-la-countys-ajccs/>

³ https://opportunity.lacounty.gov/wp-content/uploads/2023/03/4-App-A_Exhibit_A2_VeteransAJCC_SOW_Attachments.pdf

⁴ Master Plan 2022 pg. 162

VCOEB RECOMMENDATION 21-03

RECOMMENDATION 21-03B: the Secretary of Veterans Affairs instruct VA Greater Los Angeles Healthcare System to create a “clinical reminder” that screens Veterans for employment status. If a Veteran screens positive for unemployment or dissatisfaction with current employment, he or she may be referred to the Veterans AJCC on campus for additional skills training and/or employment opportunities.

RECOMMENDATION 21-03C: the Secretary of Veterans Affairs instruct VA Greater Los Angeles Healthcare System to locate the Veterans AJCC as close to the main hospital as possible, preferably South Campus, for the duration of the *pilot* initiative. Doing so will allow newly screened patients to access AJCC services for a preliminary consult without the need for additional transportation.



WDB QUARTERLY REPORT

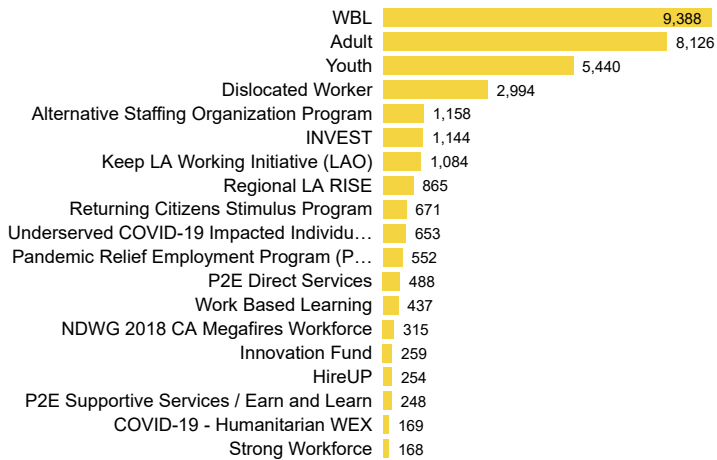
PARTICIPANTS SERVED

FY 2021

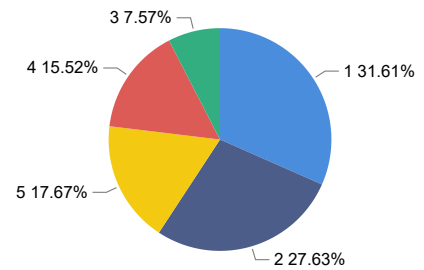
28,600

Served Participants

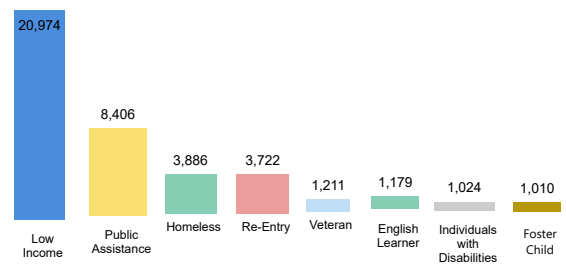
Participants by Program



Participants by Sup District



Participants by Priority Population



AUXILIARY SERVICES AREA (ZONE 2)

This area contains much of the back-of-house and supportive functions for the Campus. North of Constitution, the Columbarium is planned to expand to the north and west and a new practice field south of Jackie Robinson Stadium will be shared with Veterans for a variety of sports and recreational activities. The 2016 Draft Master Plan envisioned a dramatic transformation that included job-training and reintegration functions. This update reaffirms existing job training and employment activities with the addition of near-term opportunities in the Town Center area. Assessments for additional longer-term job training and employment activities will be conducted.

While the relocation of the Recycling Facility is being considered for this area, there are also Conceptual Projects to be studied for the longer term:

- The relocation of Building 233 (HazMat Building) and 259 (Maintenance Building) could be considered for this area
- VAGLAHS is planning a new Steam Plant in the South Campus. Building 295 at some point in the future will be decommissioned and theoretically available for other uses, including but not limited to an art gallery or event/conference space.
- The historic Superintendent's House (Building 33) could potentially be converted into an information center
- The oil and gas property is located south of Constitution Ave and west of I-405. This land is in a prime location, easily accessible from Sepulveda Blvd. A long-term option, once the oil and gas lease ends, is the reuse of that land for a retail store and associated parking.
- Potential areas for job training and employment include not only the Town Center area, but the Auxiliary Services Area to include the knoll.

Note: Development in the Auxiliary Services Area was not addressed in the PEIS.



A view to the northeast of Building 295 and the Auxiliary Services Area



A view to the south with the oil and gas property in the foreground

VCOEB RECOMMENDATION 21-04

WHEREAS, Article 7A of the Principal Developer Enhanced Use Lease states, in part, “Once each calendar quarter, and any such other date as may be requested by a Party, the Parties shall update and agree upon in writing the Phasing Plan and Release Parcel Schedule [Parcel Schedule] to adjust for any changes to accurately reflect when (i) the Department expects to vacate a Release Parcel, as determined by the Department, and (ii) Principal Developer expects to have identified a Sublessee that has obtained financing to develop such Release Parcel, as determined by Principal Developer.”

WHEREAS, the Department has issued five iterations of the Parcel Schedule since January 2023;

WHEREAS, the Parcel Schedule issued in June 2023 introduced a new category called “Potential” referring to parcels that may or may not be developed in excess of Master Plan 2022’s goal of creating 1,200 permanent supportive housing units for veterans who are homeless or at-risk of homelessness;

WHEREAS, the current Parcel Schedule, issued in August 2023, provides the most up-to-date vision of VA’s intent to develop real property at VA West Los Angeles as contemplated in Master Plan 2022 (depicted in Exhibit A – Current Parcel Release Schedule Map);

WHEREAS, it is the opinion of VCOEB that the current framework for parcel release contains several elements of concern, notably:

- Parcel 408 is scheduled for release in May 2024 as the first parcel considered to be part of Master Plan 2022 “Town Center”
- The Office of General Counsel has not opined whether or not the Principal Developer was selected to execute the Town Center concept despite VCOEB requests to do so in Recommendation 17-05¹
- The Office of General Counsel has not opined on whether or not the Enhanced Use Lease program is the appropriate authority, included in the West Los Angeles Leasing Act, to execute the Town Center given the Town Center’s emphasis on serving both resident *and* non-resident veterans throughout the region.
- According to the Release Schedule, VA may or may not complete the Town Center configuration proposed in Master Plan 2022 given Building 410’s status as “Potential”
- The Department has contracted Urban Land Institute (ULI) Los Angeles Chapter to provide technical assistance regarding objectives and configuration of a Town Center on campus. ULI’s final report has not been made available for public review and may offer constructive feedback for development of a Town Center on campus.

¹ VA’s response to Recommendation 17-05 defined the Principal Developer’s scope of work as follows: “Pursuant to the terms of the Principal Developer EUL, the Principal Developer ‘may use the Property during the term only for the Project’ which is defined as the financing, design, development, construction, operation and maintenance of supportive housing for homeless and at-risk Veterans and their families thereon consisting of not less than 900 tenant units.” The response did not provide a definitive answer that the Principal Developer *was* selected to develop the Town Center.

VCOEB RECOMMENDATION 21-04

WHEREAS, in addition to concerns about prematurely executing parcel release for development of a Town Center, the current Parcel Schedule leaves the northern residential community (defined as housing North of Nimitz Ave.) potentially incomplete:

- Currently Buildings 206 and 257 reside in the “Potential” status category set to be released in June of 2032

WHEREAS, based on the two previous considerations, it is the opinion of VCOEB that the Department should reassess its current parcel release schedule, to include (depicted in Exhibit B – Alternative Parcel Release Map):

- Prioritizing development of Buildings 206 and 257 to complete the northern residential community for the purpose of providing supportive housing for homeless veterans.
- Moving Buildings 413, 414 and 415 from “Potential” into the Department’s active pipeline to achieve 1,200 units of supportive housing for homeless or “at-risk” veterans. While 413, 414 and 415 may be disconnected from the northern residential community it presents unique opportunities to diversify the resident veteran population under VA’s existing Enhanced Use Lease authority specific to the campus.
- Moving Buildings 13, 407, 408, 409 and 410 into “Potential” status until further study is complete to determine the best and most efficient utilization of the campus. This area could be needed for vital swing space necessary to complete the rehabilitation of 206, 257, 413, 414 and 415 while additional study of the Town Center area is underway.

WHEREAS, the Alternative Parcel Release Map provides a scenario which potentially increases unit production to 1,307 units, compared to the Current Parcel Release Schedule’s 1,215 units, while maintaining the Department’s contractual obligation to the Principal Developer for at least 900 tenant units.

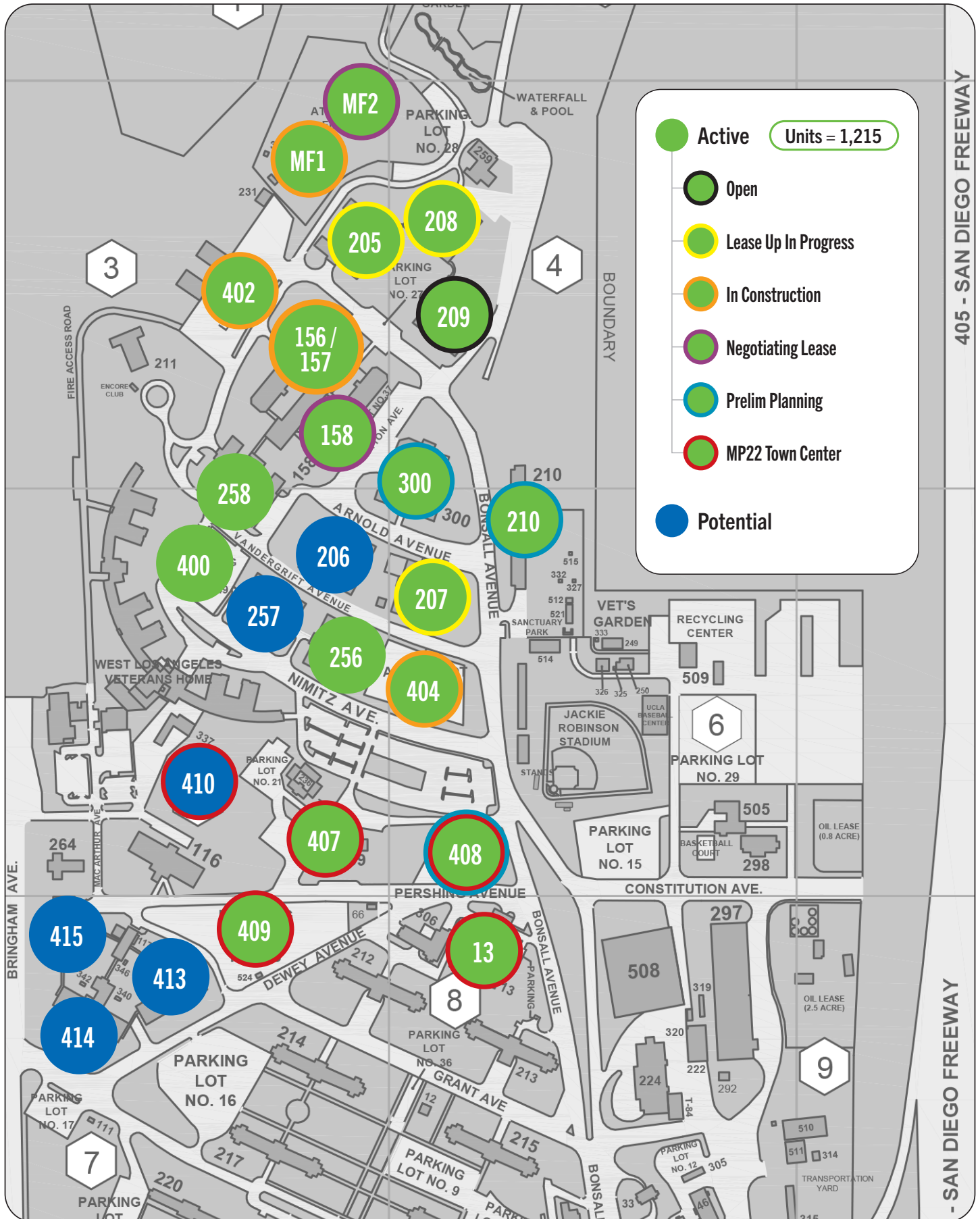
WHEREAS, in February 2023, the VA Greater Los Angeles Healthcare System announced, “this Master Plan, as far as the VA requirements are concerned, is now fully funded until 2036.” The Department has all available resources necessary to optimize parcel release which should prohibit the need for making compromises leaving elements of the Master Plan unfinished.

NOW THEREFORE LET IT BE RECOMMENDED ON SEPTEMBER 29, 2023:

RECOMMENDATION 21-04A: the Secretary of Veterans Affairs reassess the current parcel release schedule given its potential to undermine complete development of both the “northern residential community” and Town Center areas.

RECOMMENDATION 21-04B: the Secretary of Veterans Affairs assess the feasibility of implementing the Alternative Parcel Release Map, as provided by the Veterans and Community Oversight and Engagement Board, prior to releasing Building 408 in May 2024.

Current Parcel Release Schedule Map



WLA EUL Housing Phasing Plan & Release Parcel Schedule

Last Updated August 1, 2023

*Release date represents the date when the subject asset is conveyed by VA to the Developer

**These Buildings have critical path dependencies, with timing contingent upon completion of other Projects (i.e. Kitchen, etc.)

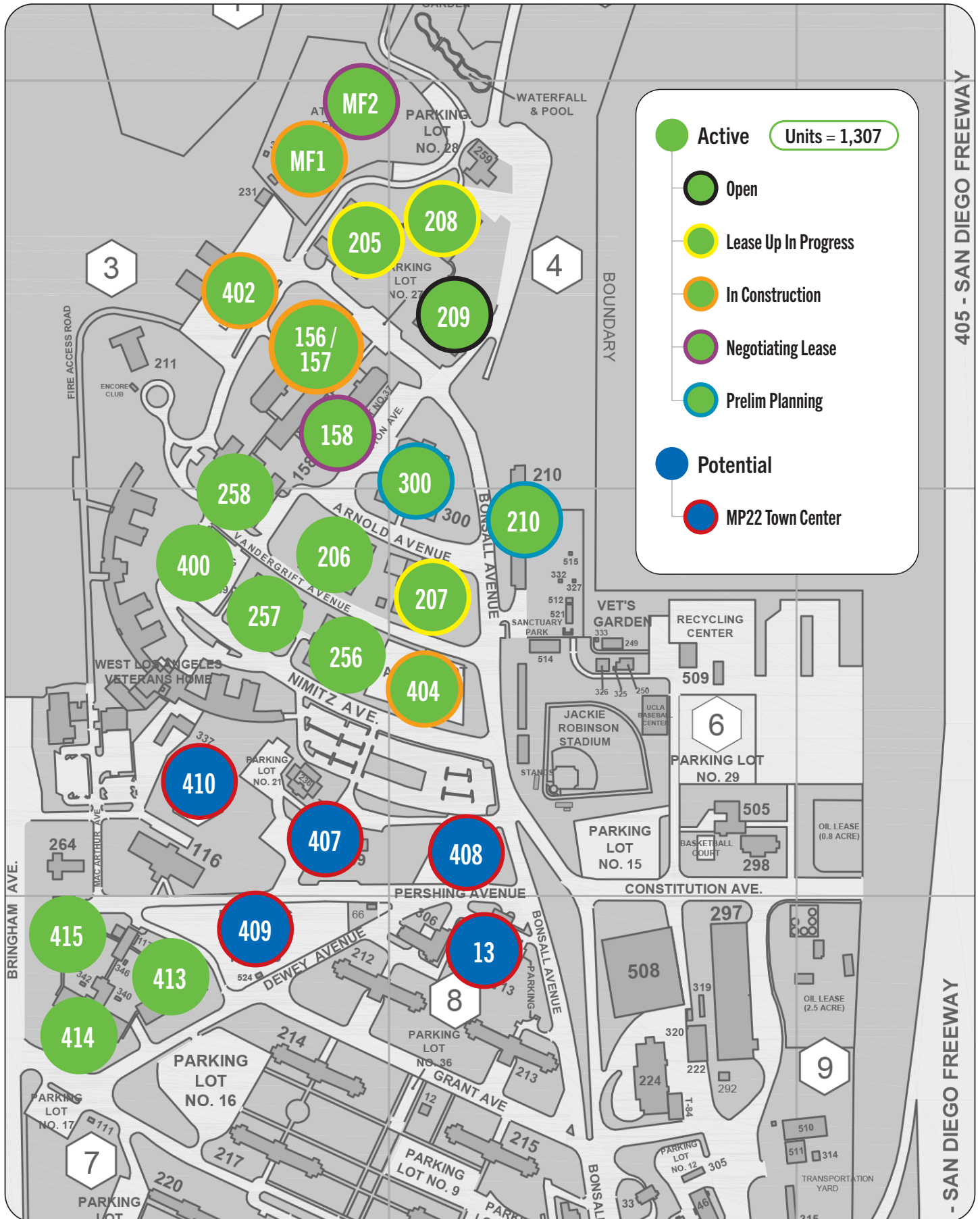
This is a planning document and subject to change. Timelines and schedules shown are estimates and dependent upon factors such as availability of funding, developer acquisition of financing, completion of lease negotiations, and fulfillment of all EUL statutory & program obligations.

[Key]: EUL Project Statuses

	Open & Operational
	Construction Complete; Lease-Up Underway
	Construction Started; Activities Ongoing
	EUL/Sublease Negotiations Underway
	Preliminary Planning Activities Underway
	Potential Projects Beyond 1,200 Unit Baseline

Building #	Developer	Status	Proposed Parcel Release Date*	Construction Start	Construction Finish	Official Opening	TOTAL Veteran Housing Units	CUMULATIVE TOTAL Veteran Housing Units
209	Shangri-La	Open	--	--	--	6/30/2017	54	54
207	PD (TSA)	Lease-Up In Progress	--	December 2020	December 2022	2/28/2023	59	113
205	Shangri-La	Lease-Up In Progress	--	August 2021	May 2023	5/2/2023	67	180
208	Shangri-La	Lease-Up In Progress	--	August 2021	May 2023	5/2/2023	53	233
MacArthur Field Phase I	CORE	In Construction	--	December 2022	June 2024	TBD	74	307
404	PD (Century)	In Construction	--	November 2022	October 2024	TBD	72	379
402	PD (TSA)	In Construction	--	January 2023	November 2024	TBD	118	497
156 & 157	PD (Century)	In Construction	--	June 2023	May 2025	TBD	110	607
MacArthur Field Phase II	CORE	Negotiating Lease	10/23/2023	November 2023	April 2025	TBD	74	681
158	PD (Century)	Negotiating Lease	8/1/2023	November 2023	October 2025	TBD	49	730
210	PD (U.S.VETS)	Preliminary Planning	4/1/2024	May 2024	March 2026	TBD	38	768
408 (Lot 20)	PD (TSA)	Preliminary Planning	5/2/2024	June 2024	May 2026	TBD	68	836
300**	PD (U.S.VETS)	Preliminary Planning	8/31/2024	December 2024	June 2026	TBD	43	879
256	PD (U.S.VETS)	--	4/2/2025	June 2025	June 2027	TBD	40	919
409 (Lot 18)	PD (TSA)	--	8/1/2025	October 2025	October 2027	TBD	94	1013
13 & 306 (Canteen)	PD (U.S.VETS)	--	9/2/2026	November 2026	October 2028	TBD	24	1037
258	PD (Century)	--	2/1/2027	April 2027	April 2029	TBD	45	1082
400 (Lot 49)	PD (TSA)	--	5/2/2027	July 2027	July 2029	TBD	65	1147
407 (Lot 21) & 236 (Police)**	PD (TSA)	--	4/1/2028	June 2028	June 2030	TBD	68	1215
410 & 337 (Research Animal)	PD (Century)	Potential	8/1/2029	October 2029	September 2031	TBD	80	1295
415, 415A, & 342 (Research)**	PD (Century)	Potential	8/2/2031	October 2031	September 2033	TBD	84	1379
413, 413A, & 340**	PD (TSA)	Potential	8/12/2031	October 2031	October 2033	TBD	74	1453
414, 414A, 117 & 346 (Research)**	PD (U.S.VETS)	Potential	8/12/2031	October 2031	October 2033	TBD	92	1545
206	PD (TSA)	Potential	6/14/2032	August 2032	August 2034	TBD	48	1593
257	PD (U.S.VETS)	Potential	6/14/2032	August 2032	August 2034	TBD	48	1641

Alternative Parcel Release Schedule Map



VCOEB RECOMMENDATION 21-05

WHEREAS, Section 2(b)1 of the West Los Angeles Leasing Act (Public Law 114-226) authorizes the Secretary of Veterans Affairs to carry out Enhanced Use Leases for the purpose of providing supportive housing as defined in 38 U.S. Code § 8161(3);

WHEREAS, 38 U.S. Code § 8161(3) states, in part, “The term ‘supportive housing’ means housing that engages tenants in on-site and community-based support services for veterans or their families that are **at risk** [emphasis added] of homelessness or are **homeless** [emphasis added];

WHEREAS, the Enhanced Use Lease program authorized under Public Law 114-226 authorizes VA to house not only homeless veterans at VA West Los Angeles but also veterans “at risk” of homelessness;

WHEREAS, on June 29, 2017, the Los Angeles Times published a story titled *1 in 5 L.A. community college students is homeless, survey finds* which offers the following analysis:

“Nearly half the L.A. community college students surveyed reported struggling with high housing costs. Of the 19% who said they were recently homeless, 8% reported being thrown out of their homes, 4% said they had been evicted, and 6% had stayed in an abandoned building, car or other location not meant for housing, the survey said.”¹

WHEREAS, on March 7, 2019, the Los Angeles Times published another story titled *Community colleges can cost more than universities, leaving neediest students homeless*. In the article, one of author’s subjects was a Marine Corps veteran and single father who “moved into his Chevy Silverado, working during the day, taking classes in the evening and searching out safe places to park at night.”²

WHEREAS, the Marine Corps veteran was quoted “‘It just became a lot, trying to go to school, so I stopped going,’ he said. ‘I don’t think paying for classes is the issue. I think it’s the housing, it’s the infrastructure, support.... If we want to lift ourselves up, if we want to produce a better set of leaders for tomorrow, we have to start addressing this.’”

WHEREAS, Master Plan 2022 states “The Principal Developer was tasked with developing a Community Plan and at least 900 additional units of supportive housing for homeless and at-risk Veterans and their families on the North Campus to reach the goal of 1,200 units”;³

WHEREAS, currently, there are no planned units targeting student veterans at VA West Los Angeles;

WHEREAS, in 2023, the California Community Colleges Chancellor’s Office issued a report titled *Affordable Student Housing Taskforce Report & Recommendations* outlining the

¹ Exhibit A – 1 in 5 L.A. community college students is homeless, survey finds. Los Angeles Times. June 29, 2017.

² Exhibit B – Community colleges can cost more than universities, leaving neediest students homeless. Los Angeles Times. March 7, 2019.

³ Master Plan 2022 pg. 9 (37 of PDF)

VCOEB RECOMMENDATION 21-05

system's strategy to address California's housing shortage and its impact on students stating, "The California Community Colleges can no longer stay on the sidelines of student housing and must go a step further to prioritize affordability."⁴ In addition, the report reveals millions in tax-payer funded programs to mitigate California's student housing crisis;

WHEREAS, on May 17, 2023, the Los Angeles County Veterans Advisory Commission received a briefing from Brenda Threatt, Army veteran and El Camino Community College veteran counselor, expressing concern about student veteran homelessness in Los Angeles County⁵;

WHEREAS, it is the opinion of VCOEB that student veterans attending California Community Colleges throughout the Los Angeles region may qualify as "at-risk" given the prevalence of homelessness in the student population and should be the subject of further study by the Department.

WHEREAS, it is the opinion of VCOEB that Buildings 413, 414 and 415 on campus provide a unique opportunity, situated in a distinct cluster from the northern residential community for homeless veterans, to provide housing for student veterans receiving VA education benefits.

NOW THEREFORE LET IT BE RECOMMENDED ON SEPTEMBER 29, 2023:

RECOMMENDATION 21-05A: the Secretary of Veterans Affairs make a determination as to whether or not student veterans attending the California Community College system, particularly in the Los Angeles area, are "at risk" of homelessness and therefore qualify for housing under VA's Enhanced Use Lease program authorized in Section 2(b)1 of the West Los Angeles Leasing Act (Public Law 114-226).

RECOMMENDATION 21-05B: the Secretary of Veterans Affairs write a letter expressing his concern about the housing security of student veterans to the Chancellor of California Community Colleges and invite the Chancellor to discuss cooperation in developing a first in the nation pilot program, between VA and a system of higher education, to build dedicated student veteran housing at VA West Los Angeles.

⁴ <https://www.cccco.edu/-/media/CCCCO-Website/docs/report/cccco-report-affordable-housing.pdf?la=en&hash=0B36F37D6CA97B7FFCCE9EE0D8D8627381FCFAD7>

⁵ <https://youtu.be/Xbek0TuxudQ?si=NgVp-rjkCn1qGdEN&t=425>



CALIFORNIA

1 in 5 L.A. community college students is homeless, survey finds

BY GALE HOLLAND | STAFF WRITER

JUNE 29, 2017 12:05 AM PT

One in every 5 of the Los Angeles Community College District's 230,000 students is homeless, and nearly two-thirds can't afford to eat properly, according to a new survey commissioned by the system's board of trustees.

The study looked at students with unstable housing and "food insecurity," which is defined by the U.S. Department of Agriculture as lacking enough to eat to sustain an active, healthy life.

Nearly half the L.A. community college students surveyed reported struggling with high housing costs. Of the 19% who said they were recently homeless, 8% reported being thrown out of their homes, 4% said they had been evicted, and 6% had stayed in an abandoned building, car or other location not meant for housing, the survey said.

Although college students nationwide face financial constraints that affect their nutrition, according to the study, those enrolled at the L.A. district's nine campuses fare worse than the national average. About 65% can't afford balanced meals, and 60% are unable to buy more when their food runs out, the study said.

"This is not about eating Top Ramen," district board of trustees President Scott Svonkin said at a news conference Thursday at Los Angeles Trade Technical College.

Standing before a bank of TV cameras, Trade Tech student Myriah Smiley, 19, broke down in tears as she disclosed she had not been able to eat that morning.

Smiley, who grew up in foster care, said that her food stamps had been cut off when she received a welfare check. The money was not enough to cover books, meals, hygiene and other expenses, she said.

“All the time,” she said when describing how often she goes hungry. Smiley said she was couch-surfing while running for Miss Compton and studying small-business entrepreneurship — with a goal of opening her own bakery. “I cry at night and hope for better days.”

Nationally, 29% of former foster youth in community colleges are homeless, and only 2% obtain an academic degree, according to University of Wisconsin Hope lab, which studies higher education affordability.

When you have people going hungry for three days straight, you have a really serious problem.

— Mike Eng, Los Angeles Community College trustee



Students Myriah Smiley, 19, and Norma Castillo, 32, break down at the podium during a press conference at the Los Angeles Trade Technical College. (Rick Loomis / Los Angeles Times)

The survey results come during a time of intense competition over the distribution of proceeds from a quarter-cent county sales tax for homeless services. The L.A. County Board of Supervisors this month designated homeless college students among the beneficiaries of the tax fund, which is expected to produce \$3.55 billion over 10 years.

The California State University system last year released a preliminary study saying that 1 in every 10 of its 460,000 students was homeless, and 1 in 5 had spotty access to food.

The Los Angeles Community College District campuses span the city's poor and suburban neighborhoods and offer a wide variety of study areas, including fashion design and horse husbandry.

Almost 6,000 students participated in the online survey, which was developed with the Hope Lab and the Assn. of Community College Trustees, a nonprofit group representing college district board members.

The survey authors recommended that L.A. community college officials make showers and other facilities available to homeless students and streamline referrals to public benefits and other resources.

Trustee Mike Eng said the district was negotiating with private developers to build below-market housing on one or more of its campuses and with its food vendor to provide free meals to needy students. The number of housing units and locations are still to be decided, but officials have narrowed the list of qualified developers to three and are considering making campus land available in exchange for profit-sharing, Eng said.

gholland@latimes.com

Twitter: [@geholland](https://twitter.com/geholland)

ALSO

[Youth homelessness surges in L.A. ‘Why are you out here?’ ‘My mom is a really bad mom’](#)

[L.A. County homelessness jumps a ‘staggering’ 23% as need far outpaces housing, new count shows](#)

[Steve Lopez: L.A.’s crisis: High rents, low pay, homelessness rising and \\$2,000 doesn’t buy much](#)

UPDATES:

12:45 p.m.: This article was updated with details from the news conference.

This article originally was published at 12:05 a.m.



Gale Holland

Former staff writer Gale Holland covered addiction and homelessness for the Los Angeles Times. Starting in 2005, she edited the law enforcement and legal affairs beat, wrote news columns and covered higher education. A series about college construction abuses she wrote with Michael Finnegan won an investigative reporting award from the Nieman Foundation. A Los Angeles native, she has extensive experience covering courts for Copley News Service and USA Today, and she has worked as an editor and a writer for LA Weekly and the Daily Journal.



CALIFORNIA

Community colleges can cost more than universities, leaving neediest students homeless



Anthony Phillip White II attended community college while homeless and struggled with the tuition costs. He slept in his car and is now a student at Polomar College where he is an activist for homeless students. He hopes to get a designated parking lot where students can sleep. (Ana Venegas / For The Times)

BY ANITA CHABRIA | COLUMNIST

MARCH 7, 2019 11:25 AM PT

Reporting from Sacramento — For Anthony Phillip White II, being in community college while homeless was exhausting, embarrassing — and eventually unrealistic.

Just out of a four-year stint in the Marines, White moved to Oceanside in 2014 to attend MiraCosta College. A single father, he planned to share a home with friends and his then-5-year-old son Trey as he sought to become the first in his family to earn a college degree.

But the house didn't work out, and his part-time job in a camera store didn't pay enough for a place of his own. Trey had to stay with his mother in Nebraska, and White moved into his Chevy Silverado, working during the day, taking classes in the evening and searching out safe places to park at night. After eight months in the truck, with help from a veterans group, he got an apartment and got his son back. But trying to parent and pay bills while still making it to class was too hard.

"It just became a lot, trying to go to school, so I stopped going," he said. "I don't think paying for classes is the issue. I think it's the housing, it's the infrastructure, support. ... If we want to lift ourselves up, if we want to produce a better set of leaders for tomorrow, we have to start addressing this."

Whether living in cars, on couches or outside, homelessness is a persistent problem across California's 114 community college campuses — a symptom of a larger crisis of affordability for the state's most vulnerable higher education students.

[A study released Thursday](#) by the Hope Center, a research and policy institute, found that 19% of California's 2.1 million community college students have been homeless during the past year. The survey is the most comprehensive yet done on food and housing insecurity in California community colleges, and included more than 40,000 students across 57 campuses. It echoes earlier findings that [1 in 5 community college students in Los Angeles](#) are without stable shelter.

The study also found that 60% of students in the survey were housing insecure in the past year, with 17% of those eventually falling into the homeless group. Housing insecurity was defined as being in a situation that made losing permanent housing more

likely, such as missing a rent payment or having to live in overcrowded situations, said Sara Goldrick-Rab, an author of the study. Homelessness was defined using federal standards specific to students, which includes living situations such as couch surfing, cars or motels, or living outside.

The numbers of homeless students increased for some vulnerable or disadvantaged groups. Thirty-one percent of black students reported being without permanent shelter, while 34% of transgender students and 27% of gay and lesbian students lacked stable homes.

“It’s not about eating Top Ramen and working three jobs,” said Larry Galizio, president of the Community College League of California. “These people are in desperate circumstances.”

In many places in California, the out-of-pocket cost of attending a community college, including housing and other necessities, is out of reach for low-income students — making the effective cost of an education higher than for those who attend state colleges and universities.

Low-income UC San Diego students pay about \$9,900 annually out of pocket, according to an earlier report by [the Institute for College Access and Success \(TICAS\)](#). Attending a community college in San Diego, meanwhile, costs about \$14,500 a year, similar to Los Angeles but less than in some places. In Sacramento, where year-over-year rent increases have been some of the highest in the country recently, UC Davis costs about \$8,000 annually, out of pocket, while community college costs about \$19,600. The Sacramento area also had the highest rate of student homelessness, with nearly a quarter reporting they lacked permanent shelter in the past year, the Hope survey found.

“Students are falling short of funds and it’s pretty common for that to happen,” said Goldrick-Rab.

A [disparity in financial aid](#) is largely to blame. Grant aid is tied to tuition, with higher tuition leading to more aid that does not have to be repaid. But the greatest expense for students across the state's higher education system isn't tuition — it is housing and other living costs. While the total cost of attendance for UC students is 56% higher than for community college students, UC students receive 300% more grant aid, according to TICAS. The average low-income, full-time community college student received \$5,800 in state and federal grant aid in the 2017-18 school year. A similar student at a UC school received \$27,500, [according to TICAS](#).

Community college students are also less likely to seek and qualify for federal loans, and many community colleges don't offer them — leaving students to make up the remainder through work, family or other resources.

[Spending on free community college for Californians would pay off big for the state »](#)

Terance Williams, 26, spent the fall of 2018 living in his 2002 Pontiac Grand Prix at Laney College in Oakland because he couldn't get financial aid. Like 43% of homeless students at community colleges, Williams grew up in foster care. On his own at 18, he eventually got a job as a security guard, but was fired after two years when they discovered he didn't have a high school diploma.

Williams got his GED and enrolled at Laney “the next day,” he said, but couldn't qualify for financial aid because he had made too much — just over \$15 an hour — as a guard. He bounced around living situations before landing in his car, but by November, had decided to drop out.

“I got discouraged,” he said. “It was over.”

A few days later, he was given one of two student housing units on campus — a tiny house built by the campus carpentry department.

“It just changed everything,” Williams said. “It changed the way I thought. It changed the way I felt. ... It shouldn’t be this hard to get financial aid.”

Editorial: Why not let homeless college students park in campus lots? »

Goldrick Rab said California has a fundamental problem in how it gives grant aid.

“The bottom line here is California has made a mistake in how it has treated its financial aid resources,” said Goldrick Rab.

Lawmakers have been grappling with the issue for the past few years. Schools in all three of the state’s higher education systems — UC, Cal State and California Community Colleges — are now required to help guide homeless students to food and shelter and to give such students access to campus showers, among other measures.

This year, legislators have introduced multiple proposals to stabilize the experience for community college students and help them pay their bills. Ideas include restructuring how student aid is doled out and a \$40-million proposal from Gov. Gavin Newsom to pay for the second year of tuition for full-time community college students at school for the first time.

The most far-reaching proposal would seek to fix the problem Goldrick-Rab sees with financial aid by creating a new grant for community college students — a massive revamping of current practices meant to equalize funding between the three state systems. The proposal, Senate Bill 291 by Sen. Connie Leyva (D-Chino), would give aid to both full- and part-time students based on the cost of living at each campus. It would require \$250 million from the state’s general fund in its first year, rising to \$1.5 billion by 2024.

“Yes, there is a big price tag attached to this,” said Leyva. “This is our future and our students at community colleges are our future Community college, which is supposed

to be the most accessible for everyone, is becoming the least accessible.”

The bill is just beginning to wind through the legislative process, but others are pushing measures to address student homelessness in the short term. Assemblyman Marc Berman (D- Palo Alto) introduced a bill that would mandate community colleges consider allowing overnight parking for homeless students.

[**With lawsuits and overspending, another L.A. Community College bond measure sparks controversy »**](#)

White is backing the measure and will tell his story at the state Capitol in coming weeks to support it. He went back to community college in 2017 and soon will transfer to Cal State San Marcos to finish his final year toward a business degree. Last year, he ran for student government and won, introducing a plan for overnight parking on his campus before he learned of the state proposal. He remembers what it was like to hear noises at night in his truck, and being too scared to sleep more than a few hours. He also remembers when, as an adult, he watched his father earn his GED.

“I never thought I was going to go to college,” said White. “But I really want to do something more for my son, and his son I am all about legacy.”

[**More coverage of California politics »**](#)



Anita Chabria

Anita Chabria is a California columnist for the Los Angeles Times, based in Sacramento. Before joining The Times, she worked for the Sacramento Bee as a member of its statewide investigative team and previously covered criminal justice and City Hall.



Mr. Eudocio Garcia

SUPERVISORY FINANCIAL MANAGEMENT

CORPORATE TRAVEL AND CHARGE CARD SERVICE (CTCCS)

FSC TDY Travel Presentation

PRESENTED BY FSC TRAVEL

SEPTEMBER 29, 2023

Agenda

- ▶ Voucher submission process.
- ▶ Open Forum

FSC TDY Travel – Voucher Submission Process

- ▶ Submit required receipts to christopher.hart2@va.gov , virginia.ornelasramon@va.gov, and vafscetravel@va.gov with subject line: VCOEB Voucher.
 - ▶ Required receipts: Flight Itinerary, Lodging, any non meal expenses over \$75.00.
 - ▶ Lodging receipt must have a zero balance.
 - ▶ Voucher must be created/submitted within 5 business days.
 - ▶ We work with you 1/1 to ensure it is fully and accurately completed.
 - ▶ Traveler will review and sign when requested by the travel team (hard copy).
 - ▶ Once hard copy is returned to Chris and Virginia, will alternately be submitted for processing by another team for payment.

FSC TDY Travel – Open Forum

- ▶ Questions
- ▶ Concerns



The Honorable Tanya Bradsher

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End of Day Wrap Up

ADJOURN