

# VI. Phasing and Next Steps

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## A. Supportive Housing Phasing

### Introduction

The Draft Master Plan illustrates a framework Veteran housing on the GLA campus to address the current need for 1,200 new, supportive housing units, as further described in Section II. Additionally, the Draft Master Plan provides additional capacity for approximately 840 supportive housing units, should demand call for additional units, allowing for a total capacity of up to 2,100 units.

The phasing timeline begins when legislation, as described below, is passed to allow for the Veteran-focused development of supportive housing units on the GLA Campus. Upon passage of legislation, the process of incorporating supportive housing on the GLA Campus—with the required infrastructure, parking, and community amenities—would become part of the GLA Campus plan over an extended timeline.

### Legislative Overlay

Section 224 of Public Law 110-161 (enacted in December 2007) prohibits VA from taking any action to exchange, trade, auction, transfer, or otherwise dispose of, or reduce the acreage of the 388 acre GLA Campus. In support of VA's efforts to revitalize the GLA Campus and make it more Veteran-focused, Senator Dianne Feinstein and Congressman Ted Lieu recently introduced a bill titled the "Los Angeles Homeless Veterans Leasing Act of 2015." If enacted, it will enable VA to enter into certain Veteran-focused lease agreements with housing providers, local governments, community partners, and non-profits, to provide additional supportive housing and services for Veterans and their families. Notable emphasis will be on providing such housing and services for homeless, severely disabled, aging, and female Veterans, and homeless Veterans. The bill would not authorize VA to permanently dispose or transfer parcels on the GLA Campus to third party entities. It also contains specific protections to ensure that any such VA leases are Veteran-focused, and comply with applicable law.

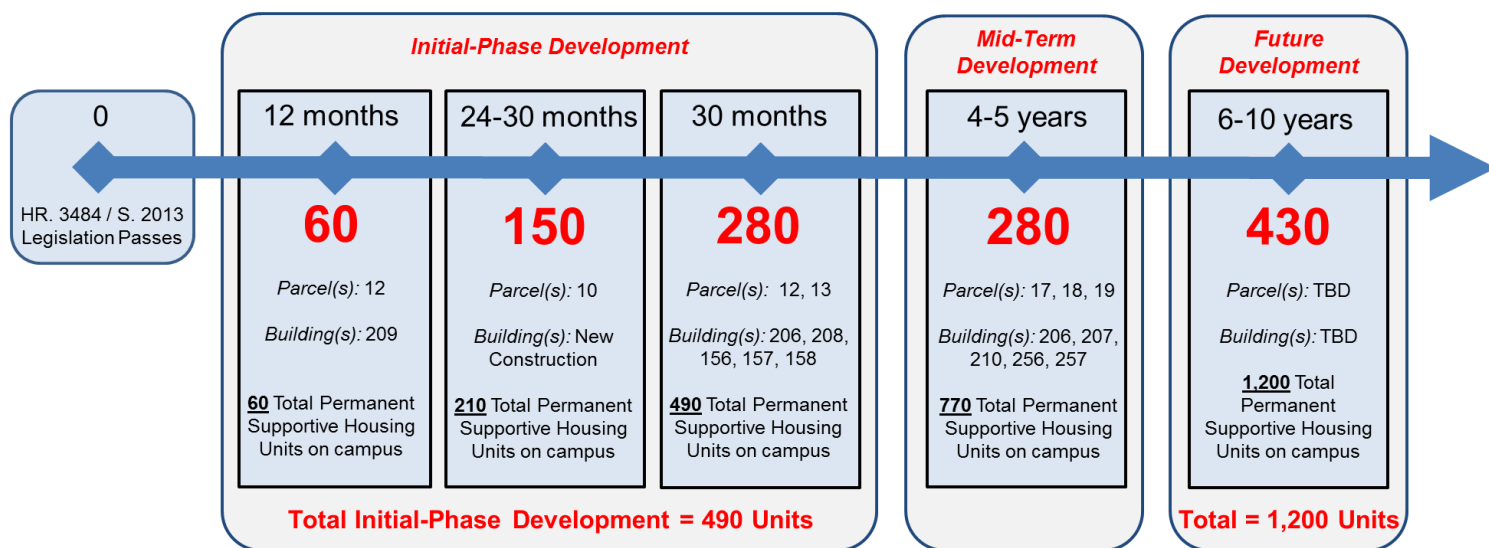
A key authority that will be pertinent to VA providing the supportive housing on the campus will be VA's Enhanced-Use Lease Authority, contained at 38 U.S.C. 8161-8169. Established in 1991, the authority allows VA to outlease selected sites under VA's jurisdiction and control to selected Developers, to finance, develop, operate, and maintain "supportive housing" as defined in 38 U.S.C. § 8161(3). Such housing includes transitional housing, single-room occupancy, permanent housing, congregate living housing, independent living housing, assisted living housing, and other modalities of housing.

### Supportive Housing Phasing Timeline

Below is a preliminary timeline for implementation of new supportive housing on the GLA Campus. The timeline is conceptual, and it will be periodically updated and evaluated based on future analyses of housing demand. The primary components of the timeline are as follows:

- Develop solicitation and developer selection: approximately 6 months
- Developer prepares a proposed structural development and obtains capital and operating financing: approximately 12-18 months
- Construction and/or renovation of project: approximately 12 months

**Figure VI-1: Potential Phasing Timeline**



Note that the above proposed timeline will involve pertinent future due diligence to address utility infrastructure issues, environmental and historic preservation analysis, and involve timing issues regarding the selected housing developers to obtain non-VA monetary capital needs from various housing-related funding sources (e.g., equity, construction & conventional loans, tax credits, grants, operational subsidies like HUD-VASH vouchers, etc.), and local zoning & permit processes

## Methodology

The methodology guiding the proposed phasing timeline includes the following:

### Initial Phase Development (490 Units)

Initial phase for supportive housing will be located in the central portion of the north campus in Parcels 10, 12, and 13, with a projected capacity of 490 housing units. Of these, approximately 150 units are proposed to be new construction in Parcel 10, and an additional 340 units through the renovation of Buildings 156, 157, 158, 205, and 208. Recently renovated units in Building 209 will be converted from Compensated Work therapy – Therapeutic Residential housing to supportive housing.

These parcels and buildings were chosen for the first phase of development as the phasing will leverage existing buildings that require neither substantial relocation of existing services nor demolition; the vacant buildings (156, 157, 158, 205, and 208) can be renovated into supportive housing, and new construction of 150 units can be constructed on currently undeveloped land.

### Mid-Term Development (280 Units)

The mid-term supportive housing will require the relocation of existing services and functions, and the process for developing supportive housing on these parcels will begin upon the completion of the relocation requirements. Once all relocation requirements have been met, the process to develop supportive housing through the renovation of Buildings 206, 207, 210, 256, and 257 will begin.

### Future Development (430 Units)

The balance of the projected demand for 1,200 units of supportive housing are located in a

combination of renovated buildings and new construction, located in Parcels throughout the GLA Campus. Specific timing, location, and residential typology will be based on periodic updates of demand. Note that parcels with an approximate total of 600 units have been identified in order to maintain flexibility in the type and location of units based on need and demand.

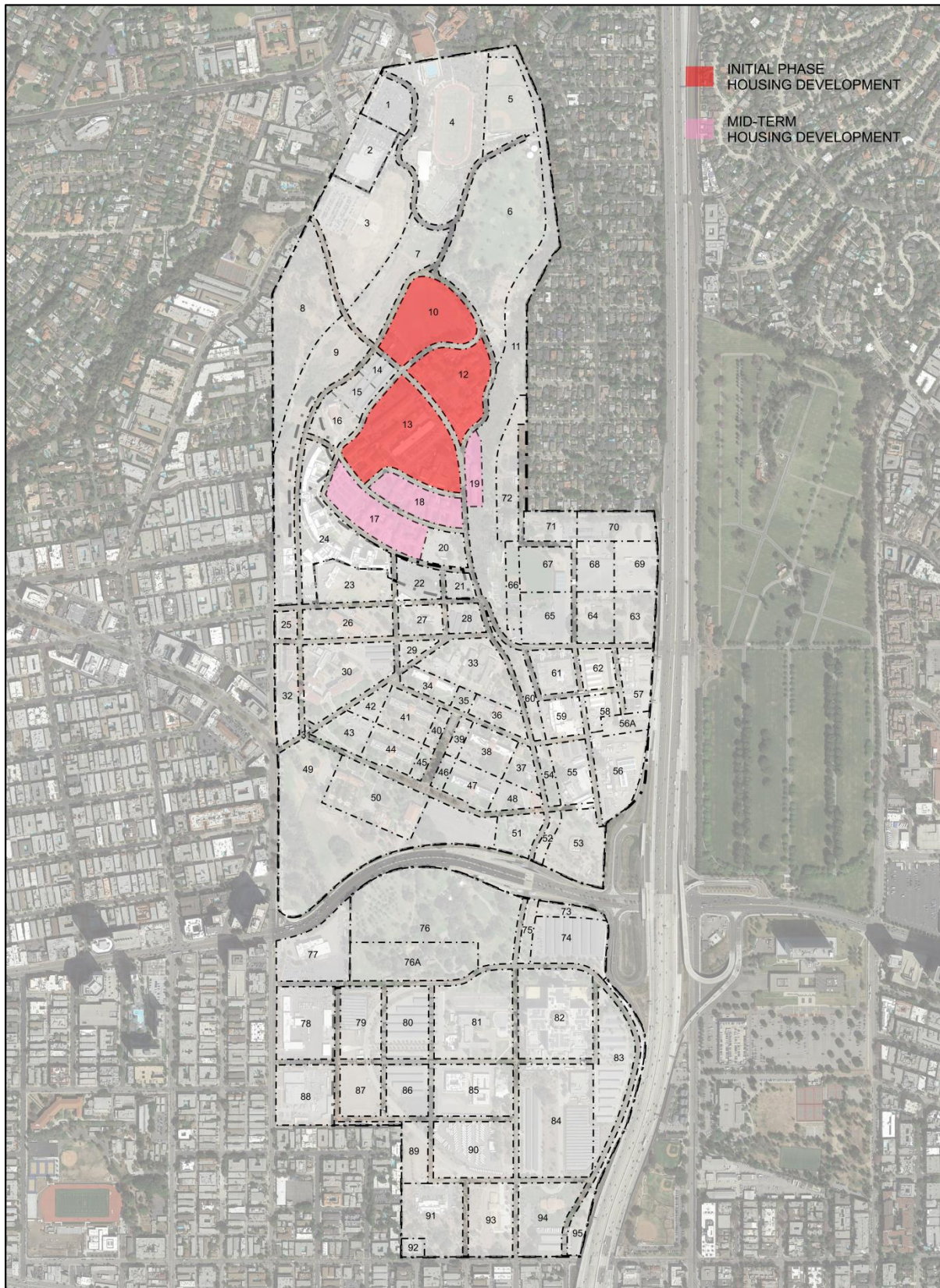
**Additional Capacity (740)**

As noted previously, the Draft Master Plan provides for additional capacity beyond the projected need of approximately 1,200 units, with capacity for up to 2,100 units. This capacity can absorb future demand based on need as local and regional demand analyses are updated through the 3- to 5-year reviews of the Draft Master Plan.

Figure VI-2 displays a map of the campus divided into 95 parcels. Figure VI-3 summarizes the methodology and housing capacity for each of the parcels for which housing is either a preferred or alternate use.



Figure VI-2: Parcel Plan



**Figure VI-3: Parcel Plan Table**

<i>Parcel No.</i>	<i>Initial Phase Development</i>	<i>Mid-Term Development</i>	<i>Future Development</i>	<i>Additional Capacity</i>
5			90	
10	150			
12	180			
13	160			
17		120		
18		120		
19		40		
26			60	
30			90	
36			84	
38			70	
39			19	
40			19	
42			27	
45			16	
46			16	
53				127
66				40
67				70
71				25
79			106	
80				109
81				227
89				38
90				100
<b>Total</b>	<b>490</b>	<b>280</b>	<b>597</b>	<b>736</b>

## B. Draft Master Plan Next Steps

While the Draft Master Plan is a guiding framework for the revitalization of the GLA campus, there are next steps that VA will undertake to realize and implements this plan. The following next steps will help to ensure that the GLA campus becomes a Veteran home and a 21st century healthcare facility, which can be a model for other VA facilities.

- Continue analysis on traffic study roads and utility capacity.
- Further environmental, historical preservation, and other due diligence.
- Establish MyVA Community Veteran Engagement Board to improve coordination, collaboration and partnership with Veteran community.
- Advance clinical and service enhancements, especially those for traumatic brain injury, addictions, mental health, legal services, family wellbeing, and Veteran peer service inclusive of customer service concierge approach to navigate the GLA campus.
- Continue to work with Congress regarding legislation needed support the master planning effort, and to implement the contemplated new / additional supportive housing and services on the GLA campus.
- Advance the co-location of VA services by consolidating VHA, VBA, and cemetery services on the GLA campus.
- Include the objectives and goals of the master planning process into VA's annual Strategic Capital Investment Plan (SCIP) 10 year planning process. This process includes a financial analysis of each project to ensure the most cost effective delivery.
- Continue to grow partnership with UCLA, other academic affiliates, and community partners to be more Veteran-focused.
- Continue to pursue exit strategies for agreements that do not meet VA's criteria for Veteran-focused land uses.
- Pursue the restoration of the chapel and other historic buildings through partnership with the 1887 Fund community philanthropy.
- Begin process for beautification of the campus.
- Coordinate with VA's Office of Asset Enterprise Management regarding the planned supportive housing Enhanced-Use Lease projects for the GLA campus, relative to key congressional legislation pending enactment (S. 2013, HR 3484, S. 2422, and HR 4334).
- Fully Implement new GLA administrative organizational structure to improve transparency and accountability for services, administrative and fiscal matters

## C. Draft Master Plan Periodic Updates

While the Draft Master Plan is a significant milestone, it is neither the final product nor the last stage of the ongoing master planning process. In collaboration with Veteran groups, community partners and other stakeholders, VA will periodically review and reevaluate the Draft Master Plan every three years, to ensure the plan continues to meet the evolving needs of Veterans.

The feedback process will be continued as VA selects new leadership for the GLA Campus (i.e., three senior executives – specifically the new Medical Center Director; the Director of Land Use Agreement & Community Engagement and Reintegration Services; and Director of Community Based Care, including the Sepulveda campus and Community Based Outpatient Clinics). In addition to the three year reviews of the plan, the new VA leadership team will continue to engage the Veteran voice through, Town Halls, meetings with VSOs and elected officials, and the implementation of a MyVA Community Engagement Board. The MyVA Community Engagement Board empowers Veteran advocates, service providers, Veterans, and

stakeholders to have a voice and a “seat at the table” in providing input and feedback to VA, and identifying their goals and ways to engage and improve service delivery for Veterans and their families. The Board will carry the visions of the Draft Master Plan forward. Building and sustaining these avenues for continued Veteran feedback is a critical component of maintaining the Draft Master Plan, as a guiding resource for revitalizing and enhancing the GLA campus. All of this will be done to ensure appropriate oversight and Veteran collaboration while increasing transparency and accountability.