

# U.S. DEPARTMENT OF VETERANS AFFAIRS

GREATER LOS ANGELES HEALTHCARE SYSTEM

West Los Angeles Campus

## MASTER PLAN 2022

DRAFT

VA



U.S. Department  
of Veterans Affairs





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OCTOBER 13, 2021

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SECTION I

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# INTRODUCTION TO THE PLAN



**BUILDING 209, WLA CAMPUS**



# BACKGROUND

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The U.S. Department of Veterans Affairs (VA) Greater Los Angeles Healthcare System's (GLA) 388+-acre West Los Angeles (WLA) Campus has a long history of service to Veterans. First established in 1887 as a home for disabled Veterans on land donated to the United States, the WLA Campus evolved over the years and moved away from residential beds to clinical care beds and providing a full continuum of health services to Veterans under the Veterans Health Administration arm of VA. This includes medical care and research, Community Living Centers (nursing home graduated care), and residential domiciliary treatment programs for substance use disorder, severe mental health and chronic homelessness care. Over time, medical activities were mostly concentrated on the southern portion of the WLA Campus (south of Wilshire Boulevard, referred to as the South Campus) and the remaining buildings and open parcels of land on the northern portion of the WLA Campus (north of Wilshire Boulevard, referred to as the North Campus) began to suffer from lack of use, investment and upkeep. Other non-Veteran focused commercial uses were introduced to the WLA Campus, resulting in a shift from its core and historical mission

A lawsuit was brought forth by various stakeholders, including local Veteran advocates and descendants of relatives of the original land donors, challenging the government's use of the WLA Campus. On January 28, 2015, VA signed the Principles for a Partnership and Framework for Settlement (hereinafter referred to as the "Principles Agreement") resulting in the Plaintiff Party withdrawing their lawsuit and outlining initial objectives for engaging with stakeholders, developing a Draft Master Plan<sup>1</sup> (DMP) as part of VA's strategy to address Veteran's homelessness in the region and to expand needed services to Veterans, associated with the use of the WLA Campus.

## General Note:

This information in this chapter has been updated to reflect the most current information available. To review the Draft Master Plan 2016 version, please navigate to the following URL: <https://westladraftmasterplan.org/documentation/draft-master-plan>

Credits for photographs in this Section are pending.

# HIGHLIGHTS OF CURRENT PLAN

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The WLA Campus master planning initiative was launched in 2015 with significant participation and collaboration on concepts from various stakeholders including: Veterans Service Organizations, Veterans, former plaintiffs of the lawsuit, local community entities and individuals, charitable and philanthropic entities, elected officials, state and local authorities, and many other stakeholders. More than 1,000 public comments were received on the preliminary draft. The Secretary of VA (SECVA) adopted the DMP in January 2016, sealing VA's commitment to the "framework" expressed in the DMP.

The DMP establishes a framework to assist VA in determining and implementing the most effective use of the WLA Campus for Veterans. The DMP states the guidelines and principles for development and regeneration and introduces broad concepts and recommendations for improvement. Some of the key elements of the DMP include:

- i. Providing appropriate levels of supportive housing on the WLA Campus tailored to the needs of vulnerable Veteran sub-populations (e.g., chronically homeless, severely disabled, aging Veterans with disabilities, females Veterans with dependents);
- ii. Optimizing formerly leased properties, under-utilized buildings, and vacant land on the WLA Campus to better serve the Veteran community;
- iii. Providing opportunities for Veterans to interact and receive other non-medical support services, such as education and employment training, legal services, and benefits; and
- iv. Modernizing and reorganizing uses and functions of the WLA Campus to provide for ease of access and improved efficiency



The DMP calls for the development of at least 1,200 units of supportive housing for homeless and at-risk Veterans and their families on the North Campus, using VA's Enhanced Use Leasing (EUL) authority. The need for this additional housing on the WLA Campus is urgent with more than 3,681 Veterans presently experiencing homelessness in LA County,<sup>1</sup> due in part to a shortage of available and affordable housing across the entire region. While recent data indicates progress in addressing Veteran's homelessness, there is more work to be accomplished. The WLA on-campus Veteran housing will be carefully planned to help ensure a safe, dignified community environment that will function independently, but in coordination with other care and services for Veterans provided on both the North Campus and South Campus of the WLA Campus and in the surrounding community. The development of the residential community on the WLA Campus provides a tremendous opportunity to address Veteran's homelessness on a large scale in the proximity of healthcare and other services they need.

The DMP and additional information can be found at: <https://westladraftmasterplan.org/documentation/draft-master-plan>

The DMP contemplated that GLA will periodically review, reevaluate, and update the DMP every three to five years. It is anticipated that as various elements of the DMP are implemented and the infrastructure needs of the WLA Campus and the Veteran population it serves change, the plan will be revised accordingly. This document referred to as the Master Plan 2022 is an update to the DMP and includes both North and South Campus development. Through this update, VA will work in close collaboration with other VA offices, Veteran groups, community partners, and stakeholders to ensure the Master Plan 2022 continues to meet the needs of Veterans in a prioritized manner.

Master Plan 2022 is the first update and will build on the DMP as a framework, and guide GLA's decade-long effort to reshape its facilities and capital assets, covering a variety of construction, redevelopment, and leasing activities related to VA's master planning process for one of VA's largest and most complex integrated healthcare systems. Master Plan 2022 will move from the draft and framework concepts to: (1) solidify accomplishments to date, (2) explain the committed path for a community plan, (3) provide the path forward identifying strategic options<sup>2</sup> and (4) actualizing the plan.

1. Los Angeles Continuum of Care from 2020 PIT Count <https://www.lahsa.org/documents?id=4585-2020-greater-los-angeles-homeless-count-los-angeles-continuum-of-care-coc->

2. It should be noted that the commitments, plans and options in this plan remain subject to the prioritized availability of funding and the interactions of space requirements on the WLA Campus.

# ACCOMPLISHMENTS TO DATE

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Conversion of the DMP concepts to actuality requires significant capital and organizational resource allocation. Key elements of these DMP-focused efforts are:

## GLA HOMELESS VETERANS SERVICES PLATFORM

Implemented in 2016, GLA's Community Engagement and Reintegration Service (CERS) is the largest VA homeless program in the country, serving five counties in the Greater Los Angeles (GLA) catchment area covering 20,000 square miles. With approximately a \$150 million annual budget and approximately 450 staff, CERS provides emergency, transitional, and permanent supportive housing, as well as employment opportunities, health care, and justice- and reentry-related services to 16,000 homeless Veterans each year. The GLA catchment area alone sees approximately 5% of all homeless Veterans served by the VA and has the capacity to house nearly 10,000 Veterans with transitional and permanent supportive housing, as well as through housing subsidy vouchers. On any given night, there are approximately 3,400 homeless Veterans in GLA's catchment area, according to the annual 2020 Point In Time (PIT) Count. Thanks to the CERS staff's hard work and effective collaboration with community partners, L.A.'s homeless Veteran population remained relatively constant from 2019 to 2020, as measured by the annual 2020 PIT Count; despite a 12.7% increase in the number of people experiencing homelessness in Los Angeles County, the number of homeless Veterans only increased by a slight 0.6%. Important components of CERS operations include:

- The Care, Treatment and Rehabilitative Services (CTRS)
- A Bridge Home (ABH) is a low barrier Healthcare for Homeless Veterans (HCHV) transitional housing program
- The Homeless Patient Aligned Care Teams (HPACT) provide same-day primary care, mental health, and social work services
- The Domiciliary Residential Rehabilitation Treatment Program (DOM) is a short-term rehabilitation program that provides homeless male and female Veterans a chance to learn critical life skills to avoid a return to homelessness.
- The Transitional Housing Programs include the Grant Per Diem (GPD) and the Healthcare for Homeless Veterans (HCHV) Programs.
- The Veterans Community Employee Development (VCED) program exists to maximize Veterans' opportunities for competitive employment that serve as an essential component of Veteran recovery and integration into the community.
- The Welcome Center is one of thirty-one VA Community Resource and Referral Centers (CCRCs)

For further details on the above programs, please refer to Section II of this document.

## LAND USE REFORM

VA has implemented reforms to its land use management practices to ensure a Veteran-centric focus. A formal land use request process has been implemented with oversight and recommendations to the Medical Center Director provided by the Land Use Advisory Committee, which is comprised of GLA staff.

Additional information on the land use request process and current land use agreements can be found at: <https://west-ladraftmasterplan.org/documentation/draft-master-plan>



## ENVIRONMENT & HISTORIC DUE DILIGENCE

Before moving ahead with EUL construction and land use modification on the WLA Campus, which is designated a Historical District with five registered historical properties, VA was required to develop the Programmatic Environmental Impact Statement (PEIS) to identify, analyze, and document the potential environmental, cultural, and socioeconomic impacts associated with the implementation of the DMP.

The PEIS integrates National Environmental Protection Act (NEPA) review with requirements for consultation on effects to historic properties under Section 106 of the National Historic Preservation Act.

In addition, the PEIS analyzed five alternatives for redevelopment of the WLA Campus. VA issued a Record of Decision finalizing this important step of the NEPA process in September 2019. In concert with the County of Los Angeles, the plan also achieved CEQA clearance.

In April 2019, VA executed the Programmatic Agreement with the California State Historic Preservation Office and multiple consulting parties including the Advisory Council on Historic Preservation, Native American tribal representatives, and other local stakeholders. This agreement outlines ongoing historic preservation priorities and project review procedures in an effort to avoid and minimize adverse effects to historic properties.

## VETERANS HOUSING

On May 18, 2017, VA executed an EUL agreement with the Veterans Housing Partnership, LLC, (Shangri-La Construction, LLC, with Step Up on Second Street, Inc., as the service provider) for Building 209, which is located on an approximately two acres property on the WLA Campus providing 55 safe and affordable age-restricted housing units (54 Veteran units plus 1 manager's unit). Veteran occupancy commenced on June 30, 2017.

In 2017, VA selected Core Affordable Housing, LLC and Walsh Construction Company as the developers for new construction housing on unimproved land on the WLA Campus known as MacArthur Field. The anticipated project will yield at least 150 units of permanent supportive housing for homeless Veterans and their families in two phases of development. Planning and other pre-construction activities are currently in process with commencement of construction anticipated on the first phase (74 Veteran units plus one manager's unit) in fourth quarter 2022.

On December 2, 2019, VA executed EUL agreements allowing Building 205 Holdings, LLC, the Initial Lessee, and Building 205 Preservation, LP, the Assignee, along with Building 208 Holdings, LLC, the Initial Lessee, and Building 208 Preservation, LP, the Assignee (Shangri-La Construction, LP and Step-Up On Second Street, Inc. as the developers), to renovate, maintain and operate Building 205 and Building 208, respectively, on the WLA Campus as permanent supportive housing for homeless and at-risk Veterans. Building 205 contains approximately 53,047 square feet built in 1937 and will deliver 68 total units (67 Veteran units plus 1 manager unit). Building 208 contains approximately 47,265 square feet built in 1945 and will deliver 54 total units (53 Veteran units plus 1 manager unit).

On October 29, 2020, VA executed an EUL agreement with VA Building 207 LP enabling the Principal Developer to

renovate, maintain and operate Building 207 on the WLA Campus as permanent supportive housing for homeless and at-risk Veterans. Building 207 will deliver 60 total units (59 Veteran units plus 1 manager unit). The 59 Veteran units will be permanent supportive housing for senior homeless and at-risk Veterans. The project will consist of a mix of studio and one-bedroom units. Construction began in first quarter 2021 with occupancy anticipated in fourth quarter 2022. A \$10.5 million Bonsall Trunkline infrastructure project also broke ground in 2020 and is nearly complete.



## SELECTION OF PRINCIPAL DEVELOPER

Rather than continuing with individual EUL development, VA pursued a common community development practice by selecting a Principal Developer, in a fair and open bid process, to approach the WLA Campus North Campus redevelopment holistically, as a neighborhood and a community. West LA Veterans Collective (WLAVC) was selected as the Principal Developer in November 2018. The WLAVC is comprised of U.S.Vets, Century Housing Corporation, and Thomas Safran & Associates. 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 homes.

On July 23, 2020, the VA held a Public Hearing, pursuant to 38 U.S.C. § 8163(a), to present and obtain the public's views on VA's proposed plan for another contemplated EUL initiative for supportive housing on the WLA Campus. In accordance with the West LA Leasing Act of 2016, VA's EUL authority and the Draft Master Plan, VA proposes entering into an EUL with WLAVC, the competitively selected Principal Developer, to provide a minimum of 900 additional units of supportive housing, as that term is defined in 38 U.S.C. § 8161(3), that principally benefits Veterans and their families to reach the goal of 1,200 homes. The contemplated EUL initiative would include a mix of development, renovation, re-use and demolition of existing buildings, as well as new construction on associated acreage/ parcels located on the North Campus. VA and the Principal Developer continue to collaborate to further develop and finalize the proposed Draft Community Plan and conduct due diligence on certain assets to be developed in the early phases of the housing development.

## VCOEB

### *Veterans and Community Oversight and Engagement Board*

The Veterans and Community Oversight and Engagement Board was established in accordance with the West Los Angeles Leasing Act of 2016 (Public Law 114-226, as amended by Public Law 115-251, the Department of Veterans Affairs Expiring Authorities Act of 2018) (collectively, the "West LA Leasing Act"), to coordinate locally with VA to identify the goals of the community and Veteran partnership as well as provide advice and recommendations to the SECVA to improve services and outcomes for Veterans. GLA and the VCOEB continue monthly information exchanges while the VCOEB holds quarterly public meetings and recommendations to the SECVA. The Board's Charter was approved by the SECVA in 2021.

# CURRENT DEVELOPMENT PLANS

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## NORTH CAMPUS

The Principal Developer, and the West Los Angeles Veterans Collective (WLAVC), have produced a comprehensive 400-page Draft Community Plan<sup>3</sup> that establishes an actionable roadmap to deliver a permanent housing community within the broader WLA VA campus coupled with highly coordinated supportive and therapeutic services across the spectrum of both North Campus and wider community needs.

The Principal Developer has designed a phased approach to implement the goals of the DMP. The initial phase (Phase 0) focuses on projects of restoration and adaptive reuse of three historic structures. Buildings 205, 207, and 208 in the North Village area will be restored and converted to Permanent Supportive Housing units for Veteran residents. Phase 1 will continue to upgrade infrastructure throughout the North Village area, including modernizing utilities, storm water management facilities and upgrading roadways.

The First Phase of the community development (Phase 1) continues building the North Village area. This phase will restore and adaptively reuse vacant and to be vacated buildings north of the CalVet facility, while beginning to develop under-utilized parking lots and open spaces. Buildings 156, 157, 158, and 300 will be included within this phase along with four new buildings on Parking Lots 38 and 48, as well as MacArthur Field, collectively providing 600 housing units for Veterans.

The Principal Developer's proposed Draft Community Plan recommends additional improvements to the North Campus under consideration by VA including redevelopment of over

20 parcels as supportive housing across four phases. Excerpts from the proposed Community Plan are included below and will be considered by VA as key inputs to Master Plan 2022, pending identification of appropriate funding and legal authorities to execute the development/renovation of each parcel.

New amenities and services should be planned and introduced for commitments in the North Village area as part of Phase 1, focusing on wellness and creative outlets. This may include creating pedestrian and bicycle trails in and around the North Village and enhancing the historic Brentwood Theater (Building 211).

Phase 2 of the community development proposes focusing on the South Village and creating a Town Square while establishing physical and programmatic connections between the North and South Villages. The majority of the new 440 permanent supportive housing units in this phase would be constructed in new buildings with the remaining balance located within the restored and repurposed Buildings 13, 210 and 256.

New open spaces and amenities should focus on creating a heart for the Veteran-serving neighborhood in and around the Town Square, with Building 13 hosting functions and providing a gathering place as well as other supportive amenities (see Section 5). Additional services and amenities will be located on the ground floor of the new buildings lining the north side of the realigned Pershing Avenue. Additional infrastructure improvements may include enhancements to Grant Avenue

3. For further information, please refer to the PD's West LA VA North Draft Community Plan, in Appendix C <https://westladraftmasterplan.org/documentation/draft-master-plan>



and restoration and repurposing of the Hoover Barracks (Building 199) as a living museum and the Trolley Station (Building 66) as the shuttle service hub.

Phase 3 of the community development proposes to expand the supply of Veteran-serving Permanent Supportive Housing beyond residential programs by developing the site comprising the research cluster of Buildings 113, 114, 115, and 117. Phase 3 will also include restoration and adaptive reuse of Building 264 as a community resource, begin integrating the new Veteran-serving neighborhood with the adjacent Bentwood Village through enhanced pedestrian connections, streetscapes and programming. Complete street enhancement will focus on the western most portion of Eisenhower Avenue and remaining portion of Dewey Avenue with an essential bicycle connection to regional primary facilities long San Vicente Boulevard. Open space enhancements and amenities focus on creating a shared central space among new residential buildings and improvements to the adjacent portions of the Los Angeles National Veterans Park.

The fourth and final phase of the proposed community development plans will include redevelopment of the remaining historic structures in the North Village area, including Buildings 206 and 257. With the functions of the structures relocated within the Town Square area as part of earlier phases, these buildings will be ready for adaptive reuse. Once Phase 4 is complete, every vacant parcel and building within the North Village area will host residents, services and amenities bolstering the area's neighborhood character.



WLA VA North Campus Draft Community Plan, August 2021

## TRANSPORTATION

Transit stops along Wilshire Boulevard, San Vicente Boulevard, and Bringham Avenue provide future residents direct access to amenities, services and destinations throughout the region. Construction is underway for the Metro Purple Line Transit Facilities, which is being extended to WLA Campus and is anticipated to commence operations in 2027.

This new transit facility and subway station will be paired with the associated realignment of the local and regional bus routes. Bonsall Avenue would serve as a multimodal spine connecting the enhanced Wilshire Boulevard transit node to Town Square, Arnold Avenue Wellness Center Trail, Historic Quad and vista open space overlooking arroyos.



Purple Line Station Visionary Diagram, Courtesy of Metro

## SOUTH CAMPUS

The DMP expresses the VA's intent to upgrade healthcare facilities while also transforming the WLA Campus into a vibrant, sustainable community for Veterans to access supportive housing, healthcare, benefits, employment opportunities, and a wide range of services for Veterans and their families. VA's reinvestment in the South Campus will ensure that the VA continues to meet the healthcare needs of all eligible Veterans living in the Greater Los Angeles Area while facilitating the development of the North Campus supportive housing for chronically homeless and severely disabled, women, and elderly Veterans. Co-locating supportive housing with health-care services is a key component of VA's dual mission for the WLA Campus.



Dietetics (New Kitchen) Building

Reinvestment in the South Campus includes construction underway on a new dietetics kitchen servicing the Greater Los Angeles and Long Beach VA healthcare systems and replacing dated kitchen functions in Building 300 (identified for renovation as EUL supportive housing). Additional South Campus future development being contemplated includes a new replacement critical care center hospital, central utility plant, consolidated research facility, ambulatory care center, and VA constructed parking structure.

GLA's negotiations with Los Angeles County Metropolitan Transportation Authority (LACMTA) resulted in an easement agreement executed on May 17, 2021 to govern LACMTA's construction and operation of the Purple Line Transit Facilities located on the WLA Campus at Wilshire Boulevard and Bonsall Avenue. Construction is underway with operations scheduled to commence in 2027. LACMTA is committed to providing a parking garage on the South Campus and stipulates that there is no transit parking at the WLA station and all parking in the garage provided by LACMTA will be for Veterans and VA staff accessing the VA facilities



Critical Care Center (New Hospital)

## PARKING

In order to accommodate parking demand for GLA operations and new Veteran housing projects with minimal street parking utilization and day to day operational disruption, GLA has identified three new surface parking sites in the North Campus. A project has been launched to construct approximately 190 new surface parking spaces. Key objectives of this initiative include: (1) Minimizing pressure on parking capacity which allows new Veteran housing projects on existing surface parking lots to proceed without interruption, (2) Providing a mechanism for GLA to methodically implement its operational building occupancy strategy in the North Campus, and (3) Restoring sites to open space or other uses as parking demand evolves.



## AREAS VA WILL CONTINUE TO NEED INPUT FOR

In the development of the DMP, VA conducted extensive outreach with a blank slate to help determine the way forward. Now, over five years later, VA has completed all necessary initial land use, environmental, and historic requirements for the development of the land, has engaged the Principal Developer to ensure the responsible process for the coordinated development of a community on the North Campus and has identified infrastructure requiring upgrade to support the transition of over 30 parcels of land into a vibrant Veteran community. At this point, VA will focus master planning input via outreach and information exchanges that continue to follow-up on the areas listed below, however, all comments and input on the master plan processes and concepts are welcome.

Many of the stakeholders engaged in prior outreach have identified the following areas related to prioritization of services and amenities to be included in the redeveloped North Campus:

- Types of special housing focus and timing of that development (62+, women, handicapped, etc.)
- Housing services
- Walking, jogging, bicycling facilities
- Health and wellness for Veterans and their families

- Green spaces for wellness
- Playground for children
- Sports (tennis courts, basketball, baseball, soccer)
- Transportation to and from campus
- Food options on campus
- Job training to include types of job training
- In-class educational programs
- Entertainment
- Religious services
- Legal services

Veterans and community members have indicated they desire a well-planned housing community with improved transportation options, near high quality on campus care, with open spaces and mobility, in an inclusive neighborhood connected to the surrounding community. As GLA continues to move forward with Master Plan 2022, valuable input is sought from Veterans, their families, Veteran Service Organizations, elected officials and the public, regarding the services and amenities that are desired on the WLA Campus as part of its ongoing redevelopment initiative.

# MASTER PLAN INPUT, GOALS & VISION

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A key part of the 2016 Draft Master Plan effort was the need to solicit input from a full range of stakeholders in determining how best to use the WLA Campus in a Veteran-centric manner so that Veterans living on or visiting the campus will be able to experience superior care, support, convenience, and customer service. The results of this outreach, which included input from thousands of Veterans in working sessions throughout LA county, a public comment period that collected entries on the Federal Register, and several surveys led to the following goals which have been used to drive the current Master Plan 2022 Update:

1. Use the planning process to create a 21st Century model for Veterans' care that honors those who have served our nation and serves as a symbol of national pride and innovative change.
2. Revitalize the site to its intended purpose as a home; a vibrant community that includes the development of high-quality housing tailored to priority Veteran subpopulations with robust supports that promote wellbeing and holistic, strength-based services to augment the existing structure of healthcare services.
3. Ensure transparency and accountability in land use and other decisions by engaging Veterans in the ongoing process that underlies the site's revitalization.
4. Make certain that all on-site programs, activities, resources, and initiatives are offered in a culture that prioritizes the needs and wants of Veterans from every service era, and their families.
5. Develop a variety of high-quality supportive housing that is tailored to the needs of vulnerable Veteran populations (e.g., chronically homeless, severely disabled, aging Veterans with disabilities, women Veterans with dependents, and other Veterans suffering from significant trauma and addictions disorders that have experienced housing instability) who have been prioritized to live on-site.
6. Offer user-friendly access to a holistic set of resources provided on-site for the benefit of Veterans and their families whether living on campus or residing elsewhere in the greater Los Angeles community.
7. Interconnect campus operations in real-time with available off-site resources including VA facilities, state, county, city, neighborhood systems, Veteran Service Organizations, and non-profit organizations.
8. Create opportunities on campus for all Veterans to interface safely and network constructively with the community at large and in the process facilitate their successful reintegration into civilian society.
9. Optimize the site by maintaining its legacy as a home wherever possible through restoration of original structures, thoroughfares, open space, trees, and natural terrain while developing new facilities that are compatible with the home's scale and character.
10. Create a safe, secure sustainable campus that is not fully reliant on VA funds for development and operations of housing and services while ensuring future land use activities beyond the provision of healthcare, benefits,

and memorial services, directly benefit Veterans and their families and help foster a culture where Veterans are welcome and free to engage with each other, their families, VA personnel, and other stakeholder, to help improve their lives and overall well-being.

This 2022 Master Plan describes a vision of how the WLA Campus can once again provide a home for those Veterans most in need by offering on-site housing with individualized support to augment its resources as a medical center campus. Of paramount importance to the vision, therefore, is the development of various campus-based options for permanent supportive housing (homes and apartments) as well as temporary, triage-based housing (emergency, bridge, and transitional) in adequate quantities to have a robust impact on the overall homeless problem in LA. Such inventory will need to be co-located on campus with state-of-the-art care for homeless, elderly, and women Veterans including robust mental health and addiction services that are easily accessible. In addition, the campus will need to be structured and operated according to evidence-based homelessness prevention and urban planning sciences, consistent with best practice approaches such as the Housing First model described in Section II.

To both augment and complement housing-focused development and homeless support services, the Master Plan update describes how various campus-based resource options can be put in place to address not only the needs of Veterans suffering in the streets today, but also ways it can be used to help other Veterans avoid joining the homeless ranks down

the road. As such, this Master Plan 2022 sets the stage for pursuing a land-use plan that promotes the wellbeing of both homeless and/or otherwise vulnerable Veteran populations. At the same time, this plan update leverages the property to serve as a catalyst in life for those Veterans who seek access to core reintegration-oriented opportunities such as alternative healthcare modalities, education, training, employment, benefits, legal, and spiritual services, as well as entrepreneurial, recreational, and social activities.

With the implementation of Master Plan 2022, the Department of Veterans' Affairs confirms its intent to create a 21st Century campus. Some of the key elements of this update include:

- Renovating and protecting the property's historic features and functions as a home,
- Expanding its resource offerings to meet current demands,
- Enhancing its open spaces and natural features,
- Improving its internal navigability and circulation, and
- Optimizing its connection to the greater community, all in the interest of supporting the Greater LA's Veteran community in the broadest sense.

As such, VA's commitment is to develop and operate the campus as a safe, welcoming, vibrant and sustainable community where Veterans, including women, disabled, and elderly in particular, will feel comfortable and proud accessing the services they have earned.





SECTION II

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**VETERAN HOUSING &  
SUPPORT SERVICES**

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# VETERANS HOUSING & SUPPORT SERVICES

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The Master Plan 2022 outlines the VA's intent to transform the West LA Campus into a vibrant, sustainable community for Veterans to access supportive housing, healthcare, benefits, employment opportunities, and a wide range of services for eligible Veterans. By virtue of the property's origins and the resolution of litigation in 2016, as well as ongoing legislation related to land use, the West LA Campus has a unique dual use mission. The VA is obligated to meet the healthcare needs of all eligible Veterans living in the Greater Los Angeles area, and to improve healthcare access for chronically homeless and severely disabled Veterans by co-locating supportive housing with healthcare services on the West LA Campus. The on-campus Veteran housing will be carefully planned to help ensure a safe, dignified community environment that will function independently, but in coordination with other care and services for Veterans provided on the West LA Campus and in the surrounding community by VA and other Veteran-serving organizations. The development of the supportive residential community on the West LA Campus provides a tremendous opportunity to address Veteran's homelessness on a large scale and to co-locate healthcare and other necessary supportive services.

This section assesses the current and projected need for Veteran housing, and addresses plans to revitalize the West LA Campus into a thriving community and continuum of care for Veterans experiencing homelessness and other at-risk Veterans and their families within the Los Angeles region.



## General Note:

The information in this chapter has been updated to reflect the most current information available. To review the Draft Master Plan 2016 version, please navigate to the following URL: <https://westladraftmasterplan.org/documentation/draft-master-plan>

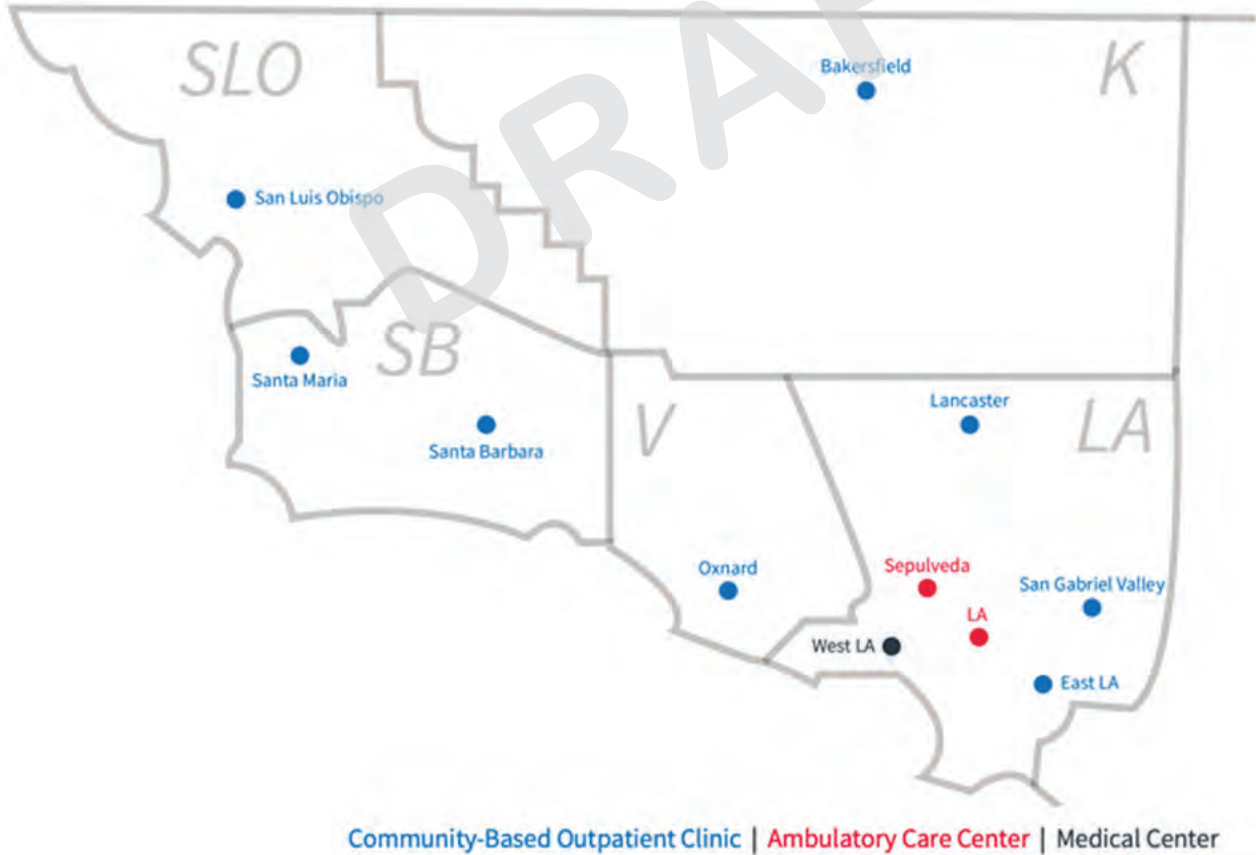
# VETERANS EXPERIENCING HOMELESSNESS AND HOUSING DEMAND

## VETERAN POPULATION IN VAGLAHS SERVICE AREA

The Veteran Affairs Greater Los Angeles Healthcare System (VAGLAHS) is one component of the Veteran Integrative Service Network (VISN). The Desert Pacific Healthcare Network (VISN22) offers services to Veterans residing in Southern California. VAGLAHS is one of the largest integrated health-care organizations in VA. The GLA (Greater Los Angeles) Medical Center, Joint Commission accredited, complexity level 1A (largest) facility serves Veterans throughout Kern, Los Angeles, San Luis Obispo, Santa Barbara, and Ventura counties. Outpatient Ambulatory care Centers (ACCs) at Sepulveda and downtown; with Community Based Outpa-

tient Clinics (CBOCs) located at: San Gabriel Valley, San Luis Obispo, East Los Angeles, Lancaster, Oxnard, Santa Maria, Santa Barbara and Bakersfield (see map below).

There are approximately 1.4 million Veterans in the VAGLAHS service area, covering nearly 20,000 square miles. Although the Veteran population in LA County is only 1.3 percent of the nation’s Veteran population, it is the second largest Veteran population of any U.S. County (second only to Maricopa County, Arizona).



### VAGLAHS CATCHMENT AREA

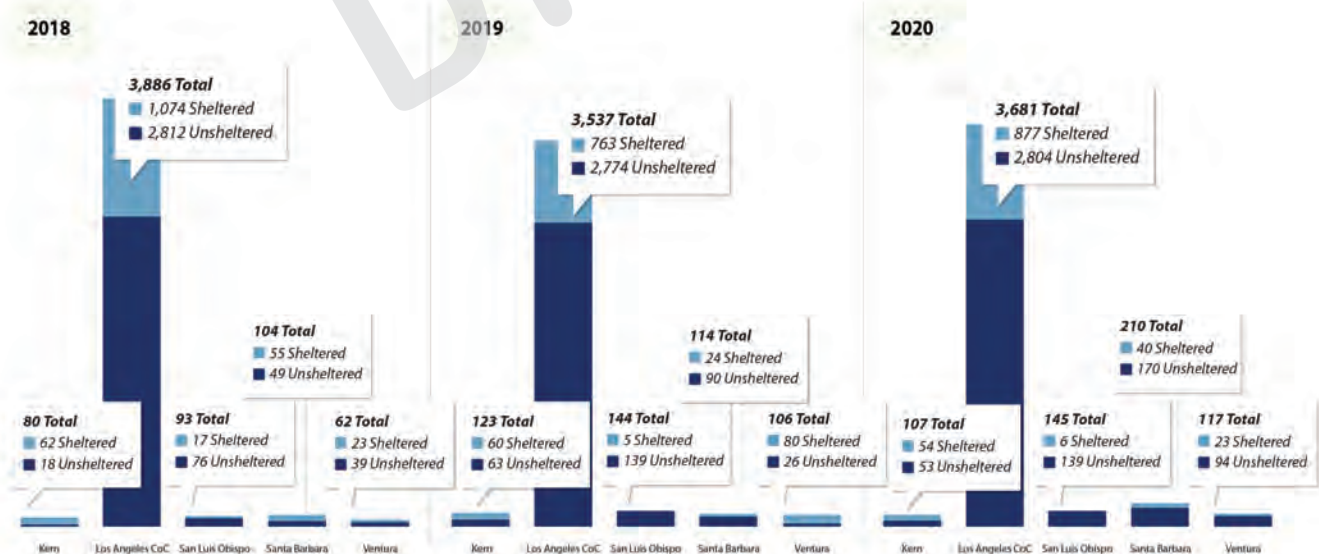
## HOMELESS VETERAN CURRENT AND PROJECTED DEMAND

In December of 1993, the Los Angeles County Board of Supervisors and the Los Angeles mayor and City Council created the Los Angeles Homeless Services Authority (LAHSA) as an independent, joint powers authority. LAHSA is the lead agency in the Los Angeles Continuum of Care, which is the regional planning body that coordinates housing and services for homeless families and individuals in Los Angeles County. LAHSA coordinates and manages over \$800 million annually in federal, state, county, and city funds for programs that provide shelter, housing, and services to people experiencing homelessness. VA and LAHSA meet on a regular basis to review data, trends, lessons learned and best practices in homelessness interventions. VA and LAHSA collaborate on many tools to track Point-in-Time data and available shelter and permanent supportive housing options for Veterans experiencing homelessness to include the Los Angeles County Homelessness & Housing Map<sup>1</sup>. VA also maintains a Veteran specific Homelessness and Housing Map (summarized in

figure in the following page<sup>2</sup>.

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The United States Department of Housing and Urban Development (HUD) requires CoCs to conduct an annual count of people experiencing homelessness in the communities they serve through the Point-in-Time (PIT) count. The PIT count is a count of sheltered and unsheltered people experiencing homelessness on a single night in the last ten (10) calendar days of January. Due to the COVID-19 pandemic, HUD has exempted CoCs from conducting the 2021 PIT unsheltered count for the safety of staff, volunteers, and individuals experiencing homelessness.

This graphic below captures the data from 2018 - 2020 PIT counts performed by the Los Angeles Housing Services Authority (LAHSA)<sup>3</sup>. The data below are provided to HUD by the following CoCs (CoC's outlined in figure below).



### 2018-2020 HOMELESS VETERAN PIT COUNT VAGLAHS CATCHMENT AREA

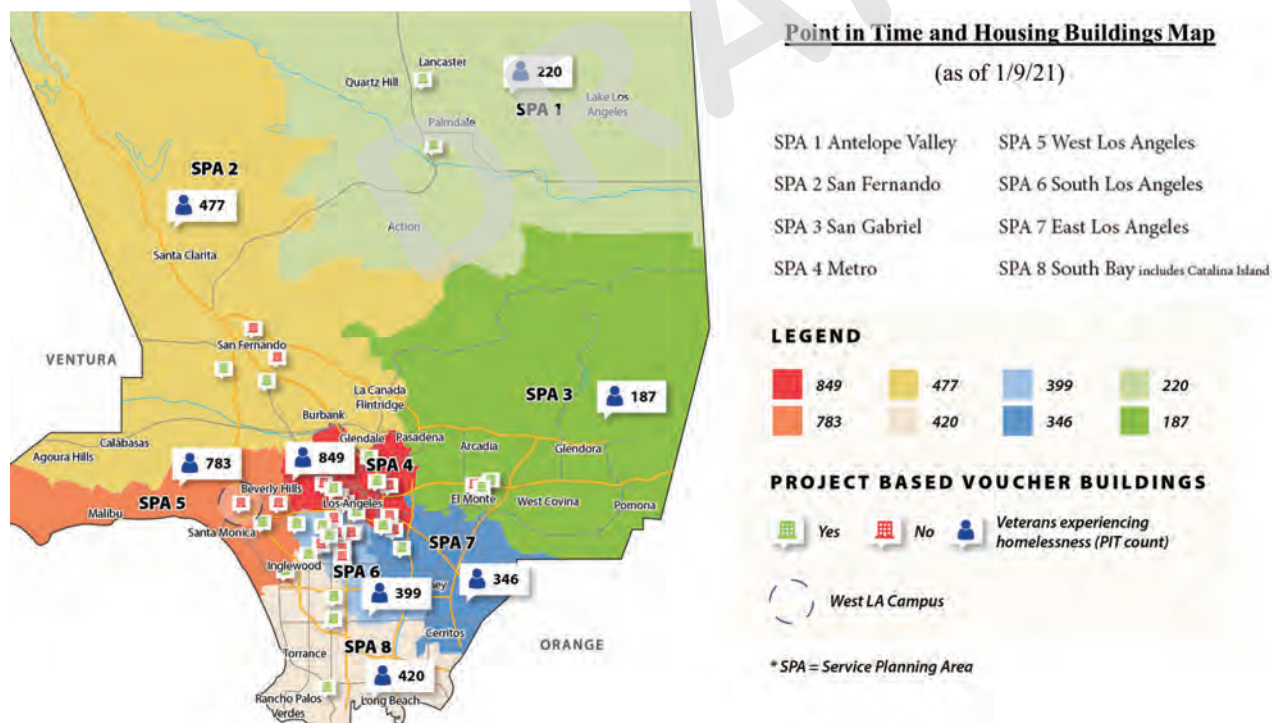
1. Source: <https://storymaps.arcgis.com/stories/400d7b75f18747c4ae1ad22d662781a3>
2. Available at <https://www.arcgis.com/home/webmap/viewer.html?webmap=61061b967b014fba868695c8b25b2e08&extent=-118.7948,33.7343,-117.7807,34.2257>
3. Source: For more information on PIT counts and LAHSA, please refer to <https://www.lahsa.org/homeless-count/>

The need for additional housing on the West LA Campus is urgent, with approximately 4,260 Veterans experiencing homelessness during the 2020 PIT count due to a shortage of available and affordable housing across the entire Greater Los Angeles and Southern California regions. While recent data indicated progress in addressing Veterans experiencing homelessness, there is more work to be accomplished.

Specific to the Los Angeles CoC, local homeless authorities and agencies as well as VA track approximate populations of Veterans experiencing homelessness by Service Planning Area (SPA). The West LA Campus is located in SPA 5 where according to the 2020 PIT count, approximately 783 Veterans

are experiencing homelessness.

The following map outlines the 2020 PIT count for LA County by SPA. This map also indicates HUD-VASH (Veterans Affairs Supportive Housing) voucher projects across LA County, described more in the following sections.



POINT IN TIME HOUSING BUILDINGS ARCGIS MAP<sup>4</sup>

4. Sources: ArcGIS - Point in Time and Housing Buildings Map 1-9 & GLA CERS

## TARGET POPULATIONS

Based on PIT and VA data, feedback and engagement from key stakeholders including Veterans, it is imperative the West LA Campus and community partners continue to expand capacity and services for Veterans experiencing homelessness, as well as other emerging Veteran populations with distinct needs. A key component of the WLA Campus unique dual mission focuses on co-locating supportive housing with healthcare services for the following three high-need sub-populations: severely physically or mentally disabled Veterans, including Veterans experiencing chronic homelessness; aging Veterans; and female Veterans. These populations were identified as deserving particular, but not exclusive, focus for housing development on the WLA campus.

1. Severely Disabled Veterans, including Veterans experiencing Chronic Homelessness
2. Aging Veterans
3. Female Veterans with and without Dependents



## INTERVENTION MODEL: HOUSING FIRST

To accomplish the bold and ambitious goal of ending Veteran homelessness, the VA has adopted, as a national policy, the Housing First model for its homeless programs. Housing First is an evidence-based, cost-effective approach to ending homelessness for the most vulnerable and chronically homeless individuals. The model began as a reaction to the assumption that people experiencing homelessness must “earn” their way to permanent, affordable and supportive housing, which resulted in numerous barriers to obtaining housing for those in need. Housing First prioritizes providing permanent housing to people experiencing homelessness and assisting the Veteran with access to healthcare, case management and other support services. Simultaneous with the Veteran obtaining and maintaining permanent housing, treatment and support services are wrapped around the Veterans to promote stable housing and an improved quality of life. This approach is guided by the principle that housing is a basic human right and values Veterans’ choice in housing selection and supportive service participation.<sup>5</sup> By citing the supportive housing community within the larger West LA Campus, VA embraces the concept of “housing as health.” Housing is widely recognized as a key social determinant of health. By co-locating housing with myriad healthcare resources, from mental health to physical health, the supportive housing community on the West LA Campus offers an unparalleled opportunity to implement the “housing as health” model and promote the wellness and resiliency of our Veteran residents.

5. Source: Housing First - VA Homeless Programs

# VAGLAHS HOUSING PROGRAMS AND SUPPORT SERVICES

## CURRENT OPERATING ENVIRONMENT

Given the ongoing COVID-19 pandemic, VAGLAHS has implemented emergency shelter outreach initiatives to provide low barrier housing opportunities for homeless Veterans, including those residing in an encampment adjacent to the West LA Campus on an LA County sidewalk of San Vicente Boulevard. VAGLAHS continues to monitor COVID-19 conditions and breakout risk mitigation while endorsing a proactive vaccine program. VAGLAHS has activated an area of the Domiciliary facilities in response to COVID-19 surges to provide safe, socially distanced space for homeless Veterans with asymptomatic COVID-19 positivity, as well as for Veterans quarantining following possible COVID-19 exposure.





## COMMUNITY ENGAGEMENT & REINTEGRATION SERVICES (CERS)

### OVERVIEW AND PROGRAMS

Implemented in 2016, VAGLAHS' Community Engagement and Reintegration Service (CERS) is the largest VA homeless program in the country, serving the five counties in the VAGLAHS catchment area. The CERS mission statement is to empower Veterans to recover and effectively reintegrate back into their communities through dedicated recovery-oriented health services, community partnerships, and a Housing First approach to homelessness; providing Veterans with the resources they want and need to be successful. With a \$150 million annual budget and over 450 staff, CERS provides emergency, transitional, and permanent housing, as well as employment opportunities, health care, and justice and reentry-related services. The VAGLAHS catchment area alone interfaces with approximately 5% of all homeless Veterans served by the VA across the nation and has the resources to house over 9,500 Veterans with transitional and permanent housing, and Veteran-designated Section 8 vouchers. On any given night, there are approximately 3,681 Veterans experiencing homelessness across the Los Angeles Continuum of Care, according to LAHSA's annual 2020 PIT Count. Due to CERS efforts and collaboration with community partners, LA's homeless Veteran population and the subset number of unsheltered Veterans have both remained relatively flat over the past three years. Despite a 12.7% increase in the number of overall individuals experiencing homelessness in LA County, the number of homeless Veterans increased by 0.6%, as measured by the annual 2020 PIT count.

Important components of CERS operations are outlined on the following pages.

### *U.S Department of Housing and Urban Development – VA Supportive Housing (HUD-VASH)*<sup>6</sup>

The HUD-VASH program is a partnership between the HUD and VA. HUD-VASH assists Veterans with subsidized permanent housing and intensive case management for eligible Veterans and their families. The HUD-VASH program focuses on assisting eligible Veterans and their families to obtain safe, affordable, accessible, and permanent housing in a location of their choice. Program goals include: securing permanent supportive housing, establishing wellness and recovery goals, reintegrating into the community, and graduating from HUD-VASH. These services are designed to assist Veterans in obtaining and sustaining permanent housing and helping them to engage in needed treatment and other supportive services that improve their quality of life and prevent them from falling back into homelessness. Case Management is the heart of this program and is a requirement for participation in the HUD-VASH voucher program.

Tenant-Based HUD-VASH Vouchers are attached to individuals or families who are able to rent private apartments that meet program guidelines. Project-Based HUD-VASH Vouchers are attached to specific units or projects whose owners/landlords contract with a local Public Housing Authority. VA's strategy for addressing homelessness in Los Angeles County relies on use of the HUD-VASH program to provide permanent supportive housing for Veterans throughout the VAGLAHS catchment area on VA campuses in West LA and Sepulveda through the Enhanced-Use Lease program (described in further detail in section C of this Chapter) as well as throughout the community.

6. Source: (TAB 4 & 8, CERS New Employee Orientation [NEO] binder) GLA - HUD-VASH Fact Sheet

Public Housing Authority Name	Allocated Vouchers	Housed Veterans	Vouchers Issued, not yet housed	Vouchers Currently in Use (Sept 21)	Vouchers Available	% Vouchers in Use	% Vouchers Leased Up
County of Los Angeles	2,476	1,733	141	1,902	572	77%	70%
City of Los Angeles	3,610	2,805	160	2,984	630	83%	78%
Kern County	217	130	9	139	78	64%	60%
Santa Barbara County	296	150	5	156	140	53%	51%
City of Oxnard	67	31	3	36	31	54%	46%
San Buenaventura	127	71	7	79	49	62%	56%
San Luis Obispo	226	170	7	177	49	78%	75%
Santa Barbara City	30	8	1	9	21	30%	27%
Pasadena	32	12	0	12	20	38%	38%
City of Inglewood	50	1	0	1	49	2%	2%
Ventura County	20	5	0	6	14	30%	25%
Redondo Beach	40	21	1	23	18	58%	53%
Burbank	15	3	0	3	12	20%	20%
Santa Monica	35	7	0	7	28	20%	20%
Glendale	15	6	0	6	9	40%	40%
<b>Total:</b>	<b>7,256</b>	<b>5,153</b>	<b>334</b>	<b>5,540</b>	<b>1,720</b>	<b>76%</b>	<b>71%</b>

FIGURE II -4: HUD-VASH VOUCHER UTILIZATION REPORT AS OF 9/24/21<sup>7</sup>

7. Source: "CERS Weekly Dashboard 9.24.21 combo"

### ***Supportive Services for Veterans Families (SSVF)***<sup>8</sup>

The SSVF program was established in 2011 to rapidly re-house homeless Veteran families and prevent homelessness for those at imminent risk due to a housing crisis. The purpose of this program is to provide grants to non-profit organizations that will coordinate or provide supportive services to low-income Veteran families who are residing in or transitioning to permanent housing. Services include outreach, financial assistance, case management, assistance in obtaining VA benefits, and help accessing and coordinating other public benefits. SSVF grantees can also make time-limited temporary payments on behalf of Veterans to cover rent, utilities, security deposits and moving costs.

Rapid rehousing is designed to help individuals and families quickly exit homelessness and transition to permanent housing. This is offered without required preconditions such as employment, income, absence of criminal record, or sobriety. Goals of rapid rehousing include: identifying housing, providing rent and move-in financial assistance, and offering case management and related services.

SSVF assistance supports homeless prevention for eligible Veteran families who are imminently at-risk of being homeless (e.g., entering an emergency shelter or place not meant for human habitation). Targeting SSVF assistance in this manner helps ensure limited SSVF resources are directed to Veteran families most in need of assistance to avoid falling into or experiencing homelessness.

New SSVF services include:

- Rapid Resolution is designed to prevent immediate entry into homelessness or immediately resolve a household's homelessness once they enter shelter, transitional housing or unsheltered situation.
- Returning Home provides Veterans with the option of returning to their community of origin or to a community where they have available supports to facilitate housing placement.
- Shallow Subsidies offers rental assistance for Veterans located in specific high cost/low vacancy communities in the amount of 35% of fair market rent (FMR) or 35% of rent reasonableness.

### ***Grant and Per Diem (GPD)***<sup>9</sup>

VA's Transitional Housing Programs include the Grant and Per Diem (GPD) and Healthcare for Homeless Veterans (HCHV) Programs. GPD assists VA healthcare-eligible homeless Veterans in securing permanent residential stability and promoting independence and self-reliance. With the goal of permanent housing, GPD offers grants entered into and between the VA and a Community Provider in which the VA pays a daily rate for the overnight stay of a Veteran. There is no income requirement, yet Veterans must be willing to save and show proof of savings and accumulation of savings. The length of stay is dependent on the program model selected but cannot exceed twenty-four (24) months. Transitional housing programming connects high-risk, chronically homeless Veterans to case management and supportive services to promote stability, housing permanency and recovery.

8. Source: (TAB 12, CERS NEO binder)

9. Source: (TAB 2, CERS NEO binder)

GPD program participants must meet the following three criteria:

1. Be homeless or be at risk of becoming homeless
2. Be a Veteran (active duty and discharge status); GPD can house both healthcare-eligible and non-healthcare-eligible Veterans
3. Be clinically appropriate for placement; A Veteran must be willing to participate in activities to secure permanent housing, able to live independently, and appropriate for the program

GPD program models include:<sup>10</sup>

- Bridge Housing – 117 Veteran capacity in the community (e.g., not at West LA Campus) through GPD contract

Program is designed for homeless Veterans that have been offered and accepted to a permanent housing intervention (e.g., SSVF, HUD-VASH, Housing Coalition/CoC) but are not able to immediately enter the permanent housing. While the stay is expected to be less than 90 days, the length of stay will vary depending on local housing markets and unit availability Veterans are expected to receive case management and support services which are coordinated with the HUD-VASH or SSVF team if available and appropriate.

- Low Demand (LD) – 283 Veteran capacity in the community (e.g., not at West LA Campus) through GPD contract

This program is designed using a low demand/harm reduction model to better accommodate Veterans who have previously had difficulty in traditional treatment settings. Targeted to Veterans experiencing chronic homelessness, this program is intended for Veterans who suffer from mental health or substance use problems or who struggle to maintain sobriety. The goal is to establish permanent housing in the community and maintain a sober environment.

- Clinical Treatment (CT) – 183 Veteran capacity in the community (e.g., not at West LA Campus) through GPD contract

Clinically focused treatment provided in conjunction with services effective in helping Veterans secure permanent housing and increase income through benefits and/or employment. This program is targeted for Veterans experiencing homelessness with a specific diagnosis related to a substance use disorder and/or mental health diagnosis; Veteran actively chooses to engage in clinical services.

- Service Intensive Transitional Housing (SITH) – 261 Veteran capacity

SITH housing model provides transitional housing and individualized services that assist Veterans in increasing income and moving into permanent housing. The program is targeted for Veterans experiencing homelessness who choose a supportive transitional housing environment and is provided services prior to entering permanent housing.

10. Source: CERS\_Capacity\_SEPT\_2021

- Transition in Place (TIP) – 4 Veteran capacity

TIP housing model offers residents housing in which support services transition out of the residence over time, rather than the resident needing to leave the space. This leaves the resident in place at the residence and not being forced to find other housing in 24 months or less. This model does not support discharge planning that would have the Veteran transition to HUD-VASH housing, as the HUD-VASH program targets a Veteran population in need of specialized case management.

- There are additional programs throughout the VAGLAHS catchment area that are wheelchair accessible, accept women and families, and sex offenders.

New Directions is a non-profit organization that provides housing and supportive services to homeless Veterans throughout LA County, including a facility on the West LA Campus. Located in Building 116, the 161- Veteran GPD service offers both transitional and bridge housing. New Directions’ priorities include placing Veterans in permanent housing, Veterans often work with HUD-VASH or SSVF case

managers through the process. New Directions has the capability for three GPD bed models (Bridge, Low Demand, and Clinical Treatment). The 161 Veteran capacity is in addition to the community GPD bed counts shown above.

New Directions’ on site comprehensive services include:

- Case Management
- Substance Use Support and Other Support Groups
- Mental Health Services
- Workforce Development
- Free Legal Assistance
- Clean, Safe Rooms
- Kitchen and Dining Facilities, with meals provided
- Common Areas
- Computer Lab

VAGLAHS’ total GPD bed count (including New Directions’ beds in Building 116) across all programs is 1,009 including the 161 GPD beds on the West LA Campus and the 848 GPD beds in the community.



### ***Healthcare for Homeless Veterans (HCHV)***

Part of the Transitional Housing Programs, HCHV is vital for providing a gateway to VA and community-based supportive services for VA healthcare-eligible homeless Veterans. This includes ensuring that Veterans experiencing chronic homelessness and/or those with serious mental health diagnoses can be placed in community-based programs that provide quality housing and services that meet the needs of these special populations. Unlike GPD, Veterans can have more than three HCHV stays. VAGLAHS' total HCHV contract capacity is 241 Veterans.

HCHV program participants must meet the following three criteria:

1. Be homeless or at risk of being homeless
2. Be a healthcare-eligible Veteran
3. Be clinically appropriate for placement; Veteran must be willing to participate in activities to secure permanent housing

The A Bridge Home (ABH) facility on the West LA Campus is a low-barrier emergency shelter to assist male Veterans who can independently perform their Activities of Daily Living (ADL) activities. The VA partnered with the City of Los Angeles and the County of Los Angeles to provide a safe facility for Veterans experiencing homelessness to temporarily reside on the West LA Campus while awaiting permanent housing. ABH is designed to provide up to six months of housing stability in order for Veterans to maintain contact with VA housing navigation and case management services to facilitate safe and supportive housing placement.

### ***Homeless Patient Aligned Care Teams (HPACT)<sup>11</sup>***

HPACT provides same-day primary care, mental health, and social work services to VA healthcare eligible Veterans who are either homeless, living in transitional housing, or who are recently-housed. The teams integrate clinical care, social services, enhanced access and community coordination to provide homeless Veterans comprehensive, individualized care, including services that lead to permanent housing. HPACT focuses on Veterans who are not able to get the care they need through traditional channels. Veterans experiencing homelessness can walk into a HPACT clinic without an appointment and receive the needed services, including showers and clean clothes. Veterans enrolled with HPACT continue with the program until they are stably housed for at least one year, at which point they graduate to more traditional PACT and mental health programs, as needed.

Services provided include:

- Case Management
- Primary Medical and Mental Healthcare
- Social Services
- Housing Placement Support
- Substance Abuse Treatment
- Triage Services
- And Much More

### ***Veterans Community Employee Development (VCED)<sup>12</sup>***

The VCED mission is to maximize Veterans' opportunities for competitive employment that serve as an essential component of Veteran Recovery and integration into the community. VCED serves Veterans at the West LA campus (tertiary care facility), the Sepulveda and downtown LA ambulatory care centers, and multiple community-based outpatient clinics throughout the VAGLAHS 5-county catchment area.

11. Source: (TAB 20, CERS NEO binder) GLA - HPACT Fact Sheet

12. Source: GLA - VCED Fact Sheet

Veterans must actively be enrolled in VA healthcare to qualify to take part in addressing barriers to obtaining employment.

VCED programs and services include:

***Homeless Veterans Community Employment Services (HVCED)***

The GLA Medical Center has three (3) dedicated Community Employment Coordinator (CEC), who are responsible for connecting homeless and at-risk Veterans to appropriate VA and community-based employment services. The CECs service the following areas:

- SPA 3, 4, 6 & 7
- SPA 1, 2, 5 & 8
- Outlying areas in VAGLAHS catchment area

The goal of this program is to establish relationships with employers who may be able to hire Veterans while VA provides the necessary support services to ensure each Veteran's transition back into the workforce is successful. VA offers a variety of wrap-around services including health care, housing assistance and other VA support to increase the likelihood of on-the-job success.

***Transitional Work (TW)***

This program matches Veterans to real-life work assignments for a time-limited basis. Services may relate to work in janitorial/housekeeping, food services, engineering, carpentry, and grounds maintenance. Veterans are supervised by personnel of the sponsoring site, under the same job expectations experienced by non-TW workers. TW participants are not considered employees and do not receive traditional employee benefits. Veteran participants receive no less than the greater of Federal or state minimum wage depending on the type of



Homeless Patient Aligned Care Team (HPACT)



Transition Work

work performed. The TW work program offers real training and provides an avenue of competitive jobs in federal agencies and within the community for Veterans.

### ***Community Based Employment Services (CBES)***

CBES assists Veterans in locating, obtaining, and keeping competitive employment in the community. CBES makes connections with potential employers and encourage employers to hire a Veteran. Once a Veteran has been referred to an employer in the program and secures employment, CBES supports the Veteran at the place of employment to maintain the employment, whether short-term or long-term support. The goal of CBES is to assist in finding the Veteran a job he/she wants and likes, and in which they will succeed.

### ***Supported Employment (SE)***

This evidence-based program assists Veterans with the most severe psychiatric disabilities to achieve competitive employment and community integration with extensive clinical support. Nationally implemented as part of the VA's recovery transformation efforts, SE has been highlighted as a gold standard mental health program. SE services are individualized and intensive and are integrated as part of the Veterans mental health treatment. As the Veteran maintains employment independently, SE services are phased out and support is provided by the clinical team and support systems in the Veterans community.

### ***Veterans Justice Programs***<sup>13</sup>

The Veterans Justice Program (VJP) is a prevention-based program that identifies justice-involved Veterans and facilitates access to VA services at the earliest possible point. VJP seeks

to build and maintain partnerships between the VA and key elements of the criminal justice system to allow Veterans to access recovery resources and ease transition from jails and prisons back into the community. VJP services include:

- Case management
- Direct outreach
- Needs assessment
- Court advocacy, Case discussion with Court Officers
- Access to mental and physical health services and community resources
- Work with local Veterans Courts to bring Veterans into VA treatment programs

The Healthcare for Re-entry Veterans (HCRV) program is designed to prevent homelessness among Veterans released from incarceration. Services include:

- Outreach and pre-release assessments services for Veterans in prison
- Referrals and linkage to medical, employment, mental health, and social services upon release
- Short-term case management assistance upon release

The Veterans Justice Program at the West LA Campus provides service to approximately 1,400 homeless, justice-involved Veterans each year. Nearly 70% of program participants effectively integrate into their communities and avoid reentry into jail/prison.

13. Source: GLA\_VJP Factsheet (TAB 5, CERS NEO binder)



### ***Additional Emergency Bridge Services***

#### ***Welcome Center*** <sup>14</sup>

The VAGLAHS Welcome Center is one of 32 VA Community Resource and Referral Centers (CRRC) in the Nation. CRRCs provide Veterans who are homeless and at risk of homelessness with one-stop access to community-based, multi agency services to promote permanent housing, health and mental health care, career development and access to VA and non-VA benefits. Part of CERS, the Welcome Center is designed to meet the most basic and essential needs of Veterans who are experiencing homelessness or marginally housed. CRRC staff assess each Veteran's unique situation and recommends the appropriate CERS program(s) to benefit each individual in his or her search for housing, medical, mental health or other services. Assessments and referrals are initiated same day, and Veterans experiencing homelessness are never turned away from services. In addition to assisting homeless Veterans with long-term needs, the Welcome Center also assists with more immediate needs, including showers, laundry services, food, and clothing vouchers. In 2019, the VAGLAHS Welcome Center assisted 7,000 homeless Veterans in obtaining services and continues to play a critical role in assisting Veterans to move toward independent, healthy lifestyles with the overall goal of stability.

#### ***Care, Treatment, Rehabilitative Services (CTRS)*** <sup>15</sup>

The CTRS initiative provides safe spaces for Veterans experiencing homelessness to receive care, treatment and rehabilitative services for their illnesses while sheltering outdoors on VA property as they pursue their housing goals. Started during the COVID-19 pandemic, CTRS provides low-barrier to entry for high-risk homeless Veterans who need healthcare, case management, peer support, meal services, a clean environment,



A Bridge Home



CTRS Tents



Tiny shelters

14. Source: GLA - Welcome Center Fact Sheet (TAB 23, CERS NEO binder)

15. Source: GLA - CTRS Flier (TAB 24, CERS NEO binder)

and transitional housing assistance. In collaboration with the HUD-VASH program, goals include improving unsheltered Veterans' healthcare outcomes, while moving them toward permanent housing solutions. Utilizing Harm Reduction and Housing First frameworks, the CTRS team has a "Case Coordination" approach aimed at optimizing the Veteran's current care team while providing additional needed care on site at the VA. VAGLAHS is currently transitioning a portion of CTRS on the Great Lawn area of the West LA Campus from tenting to tiny shelters. Phase one of the initiative will prepare the area to receive between 60-70 tiny shelters for homeless Veterans. The area, which is bordered by San Vicente Boulevard to the southwest and Wilshire Boulevard to the southeast, is the current site of the CTRS initiative, a low-barrier-to-entry outreach program that provides homeless Veteran participants a safe, clean, designated tented living area and regular access to critical medical, behavioral health, and housing services on campus.

In order to participate, Veterans must be VA healthcare-eligible. The program is open to both male and female Veterans in need of services, as well as their spouse. Service animals are welcome for those with a disability; however, emotional support (non-service) animals may not be brought onto the premises.

### ***Safe Parking LA***

Safe Parking LA provides a safe place for Veterans experiencing homelessness living in their vehicles to sleep at night while they are connecting with the services they need to enter housing. This 12-hour nighttime program provides private security, restroom access, a donated meal, and social service resources for Veterans living in their vehicles on the West LA Campus. Safe Parking LA works closely with HUD-VASH, community outreach teams, coordinates with the Welcome Center and other pertinent VA teams to allow for easier access to medical and social services as provided at the West LA Campus.

## VAGLAHS CLINICAL HOUSING PROGRAMS

### *Domiciliary (DOM)<sup>16</sup>*

The Domiciliary Care Program at the West LA Campus, located in Buildings 214 and 217, is the largest Mental Health Residential Rehabilitation Treatment Program (MH RRTP) in the nation with the capacity to house 296 Veterans. All of these are clinical treatment beds and not transitional housing units or beds. DOM treatment tracks include:

- General – Seriously Mentally Ill, Trauma, Women (112 Veteran capacity)
- SARRTP – Substance Use Disorder, Detoxification (60 Veteran capacity)
- DCHV – Homelessness (124 Veteran capacity)

Approximately 95% of Veterans in the DOM program have a mental health disorder and/or substance abuse diagnosis. DOM Veterans receive access to VA rehabilitation program services such as addiction counseling, spiritual, behavioral, physical, psychosocial, dietary, vocational and occupational therapy, to enable Veterans to return to independently living in their respective communities. The interdisciplinary treatment team evaluates Veteran's needs upon admission and develop a treatment plan with goals and objectives to address specific needs of each Veteran. The WLA DOM serves nearly 1,000 Veterans each year with approximately 50% of Veterans who participate in DOM programming transitioning into permanent housing.

### *Community Living Centers (CLC)*

Community Living Centers (CLCs) are VA nursing homes, resembling “home” as much as possible while offering high-quality care. Veterans may stay for a short time or, in rare instances, for the rest of their life. The mission of CLC is to restore each Veteran to his or her highest level of well-being while preventing declines in health and to provide comfort at end of life. While at a CLC facility, Veterans receive nursing home level of care which includes help with activities of daily living (e.g., bathing and getting dressed), skilled nursing, and medical care. Located in Buildings 213 (52 beds) and 215 (95 beds), healthcare-eligible Veterans can receive care at the CLCs based on clinical needs and setting availability. All of these are clinical treatment beds and not transitional housing units or beds. Similarly, although not VA-operated or owned, the California Department of Veterans Affairs (CalVet) State Home offers affordable long-term care to aged and disabled Veterans at the West LA Campus in a 396-bed, long-term healthcare facility.

CLCs provide the following services:

- Twenty-four (24) hour skilled nursing care (e.g., help with a wound or IV care)
- Restorative care
- Access to social work services
- Geriatric evaluation and management

16. Source: GLA - DOM Fact Sheet (TAB 6, CTRS NEO Binder)

# ENHANCED-USE LEASES, SELECTION OF PRINCIPAL DEVELOPER, AND DRAFT COMMUNITY PLAN

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## ENHANCED-USE LEASE (EUL) PROGRAM

### SUPPORTIVE HOUSING DEVELOPMENT AND OPERATION

VA's EUL program allows VA to out-lease real estate to the private sector for the purpose of developing supportive housing for homeless and at-risk Veterans and their families.

The EUL program is managed by VA's Office of Asset Enterprise Management (OAEM). Per the Enhanced Use Lease Authority and OAEM's EUL Program Overview<sup>17</sup>, an EUL provides a mechanism for a non-VA entity to develop and operate supportive housing for homeless and at-risk Veterans and their families on VA property. VA enters into a long-term ground lease with a private, not-for-profit, or local government entity, who develops, builds, finances, operates, and maintains the housing. Through this innovative tool, Veterans are provided with both housing and an expanded range of services that would not otherwise be available on medical center campuses. VA's EUL program and implementation process are aligned with the Housing First philosophy.

The 2016 Framework for the Draft Master Plan (DMP) calls for the development of at least 1,200 units of supportive housing for homeless and at-risk Veterans and their families on the North Campus, using the EUL authority (38 U.S.C. 8161-8169) and the HUD-VASH program. On September 29, 2016, the West Los Angeles Leasing Act of 2016 became public law, authorizing the Secretary of Veterans Affairs to enter into certain leases at the West LA Campus to provide permanent supportive housing for homeless Veterans and additional services that principally benefit Veterans and their families.

Building 209, the first EUL on campus, opened in June 2017 with 54 units of permanent supportive housing for chronically

homeless Veterans, plus one manager's unit. Veterans Housing Partnership (also known as Shangri-La), the EUL lessee, partners with Step Up on Second to provide wrap-around services to help Veterans transition to independent living.

Three more permanent supportive housing projects are currently under construction on the campus: Buildings 205, 207, and 208. Buildings 205 and 208 are being developed by Shangri-La Construction and its supportive services provider, Step Up On Second (the same team operating Building 209). Buildings 205 and 208 will provide a total of 120 units of permanent supportive housing for Veterans, plus two managers' units. Building 207, the Principal Developer's first EUL project on the West LA Campus, will contain 59 Veteran units, plus one manager's unit. More information regarding the Principal Developer can be found in the following sections.



17. Source: <https://www.va.gov/assetmanagement/docs/overviewEulProgram.PDF>

## SELECTION OF PRINCIPAL DEVELOPER

In 2018, VA issued a Request for Qualifications for a Principal Developer to assess the West LA VA North Campus and its redevelopment holistically as a neighborhood and a community. The West LA Veterans Collective LLC (WLAVC), comprised of U.S. VETS, Century Housing Corporation, and Thomas Safran & Associates, was competitively selected in November 2018 to create a Draft Community Plan and develop at least 900 units of supportive housing for homeless

and at-risk Veterans and their families on the North Campus. The remainder of the at least 1,200 supportive housing units have been or will be developed by other developer teams.

The figure below is a preliminary list of potential GLA assets to be converted into permanent supportive housing via the EUL program, through the Principal Developer's first two of four phases of contemplated development:

## PERMANENT SUPPORTIVE HOUSING VIA THE EUL PROGRAM

Building / Parcel	EUL Developer	Total Anticipated Units (includes manager units)	Cumulative Units
Building 209	Shangri-La	55	55
Building 205/208	Shangri-La	122	177
Building 207	TSA	60	237
Parking Lot 38 (B402)	TSA	120	357
MacArthur Field (Phases 1 & 2)	Core	150	507
Parking Lot 48 (B404)	Century	73	580
Buildings 156/157	Century	112	692
Building 300	U.S. VETS	43	735
Building 210	U.S. VETS	41	776
Building 158	Century	71	847
Building 256	U.S. VETS	41	888
Parking Lot 18 (B409)	TSA	96	984
Building 13 & 306	U.S. VETS	25	1009
Parking Lot 20 (B408)	Century	69	1078
Building 407	TSA	69	1147
Building 410	Century	82	1229

## PRINCIPAL DEVELOPER COMMUNITY PLAN

Building upon prior data and Veteran stakeholder feedback, including the development of the 2016 DMP, the VA's competitively selected Principal Developer, the West Los Angeles Veterans Collective (WLAVC), has produced a comprehensive 400-page Draft Community Plan<sup>18</sup> that establishes an actionable roadmap to deliver a permanent supportive community within the broader WLA VA campus coupled with highly coordinated supportive and therapeutic services across the spectrum of both North Campus and wider community needs. In short, the vision of the Draft Community Plan is to transform an aging medical campus into a thriving, well coordinated and responsive supportive housing community. Acting as an agent for, and an extension of the VA, the Draft Community Plan has benefited from several years of community outreach and engagement, including dozens of public presentations and hundreds of interactions with community stakeholders. The WLAVC is deeply committed to the successful transition of military Veterans and their families through the provision of service-enriched housing that promotes recovery, wellness, and a more hopeful future. Starting with the foundation of housing, a complete community is envisioned by the Draft Community Plan; a plan that is of, by and for Veterans.

### *Community Plan Vision, Goals and Resident Population*

The Principal Developer envisions this Veteran-serving neighborhood as a space for collective impact and collaboration among the WLAVC, VA staff, local stakeholders, and Veteran-serving community partners to combat Veteran homelessness. This vision will leverage the culturally significant West Los Angeles Veterans Affairs Historic District to create a future fully-integrated neighborhood for nearly 3,000 Veteran residents (including approximately 1,000 current residents in residential and clinical facilities as well as nearly 2,000 future residents). This neighborhood will build upon the

foundation created by its currently existing historic structures and landscape while infilling with new buildings, open spaces, and amenities to create a cohesive and thriving supportive community. It is anticipated that the West LA campus will also become a regional hub for the Veteran community and a national model for supporting Veterans experiencing homelessness.

In developing the Draft Community Plan, the lens of the WLAVC extends beyond the construction of the immediate areas and buildings that represent future EUL developments for which the WLAVC will be responsible and consider the totality of the West LA VA campus as a thriving continuum of housing and care for Veterans in need. This vibrant, coordinated, and well-supported community will focus on early intervention and continued wellbeing. The goals for the Draft Community Plan include:

- Developing a shared vision among Veterans, developers, partners, and the VA for creating a supportive residential community on the West LA Campus
- Providing implementable strategies for developers, partners, consultants, and agencies championing the Draft Community Plan's vision
- Guiding future developments and improvements to form a cohesive neighborhood that is greater than the sum of its parts
- Streamlining the review and approval process for each development phase
- Providing a clear plan for interested government agencies, developers, stakeholders, partners, and residents to engage in the community
- Defining shared metrics to measure community benefits

18. For further information, please refer to the PD's West LA VA North Draft Community Plan, in Appendix C <https://westladraftmasterplan.org/documentation/draft-master-plan>

and potential impacts resulting from the Draft Community Plan's implementation

By sheer scale alone, the site will naturally become a regional hub for Veterans and their families. The vision is to seamlessly weave the new housing community into the existing housing continuum on the VA campus; for example, emergency housing (including the VA CTRS and the Domiciliary), bridge housing (including A Bridge Home and New Directions), and other existing housing initiatives & programs including the CalVet Home at WLA, will become natural feeders and destinations for Veteran residents.

Within the Draft Community Plan area are two (2) overarching central hubs, a Town Center and Wellness Center, each centered around historic structures that will be adaptively rehabilitated and converted into supportive housing and supportive service amenity space. More information on each of these hubs is contained below:

#### **Town Center (Around Building 13)**

The Draft Community Plan envisions Building 13 as the Town Hall, which will be the social hub of the community (i.e., the Town Center). The Principal Developer is in discussions and negotiations with the VA and its Veteran Canteen Service to establish a Canteen in or adjacent to the building, with indoor and outdoor space facing the Town Green, and a Patriot Store that will replace and expand the small convenience store that now exists on the North Campus. In addition, Building 13 will have a Grand Hall, which will be used for holiday meals and celebrations (there will be a commercial kitchen in the building), lectures, career fairs and other community activities. Building 13 will also feature 25 permanent supportive housing apartments on the upper floor (proposal described in further detail in Chapter 5). Further, each of the four (4) new construction supportive housing developments to be

built around the Town Green (an extensive open green space intended for recreation and community enjoyment) will also have extensive supportive service and neighborhood serving spaces allowable under the EUL or other federal land use programs on the ground floor, thereby activating this social hub of the community.

#### **Wellness Center (Around Building 300)**

The supportive service and wellness hub of the campus will be Building 300. This building is central to the majority of the housing, which is north of the CalVet home. These Wellness Center amenities will be available and accessible to all Veterans, not just those that reside within housing on the VA campus, whether EUL or otherwise. The Draft Community Plan has designated 15,000 SF of the building as support service space for a wide variety of services and amenities, including case managers, VA professional staff, a food bank, legal clinic, peer navigators from the County, possible clinic space, telehealth spaces and more. Building 300 will also provide "One Stop" homeless prevention services for Veterans in the wider community, similar to the homeless prevention programs provided at Patriotic Hall in the City of Los Angeles. In addition, it is anticipated that mental health services and career/workforce resources, and women counseling resources will be provided here. There will be a computer room, barber chair and exercise room in the building. The Draft Community Plan also contemplates a coffee shop as permissible by federal regulation in the main lobby, to the extent permitted by federal regulation. Building 300 will also have 44 apartments upstairs. Lastly, a Town Square, defined by Building 13 to the South, Building 407 to the West, Bonsall to the East and the CalVet parking lot to the North, will be activated. This Town Square will feature a rehabilitated historic Trolley Station that will also serve as a transit / mobility hub.

### *Individual Building Target Demographics and Services*

In terms of coordinated supportive service provision, the WLAVC is building a therapeutic residential community that meets its residents where they are including developmentally-appropriate services coordinated between Collective partners and other campus developers, on-campus VA services and off-campus providers.

Some buildings developed will have a focus population, in which the WLAVC will offer specific, tailored services via specially trained professionals including HUD-VASH case managers and Veteran Support Specialists. Based on data surrounding current community needs these projected individual building populations are:

- Senior Veterans 62+ (B207)
- Women Veterans (B210)
- Chronically homeless and at-risk Veterans with greatest need
- Veterans with dependents
- Veterans with registered caregivers

Working with the VA and LAHSA, data regarding current community needs will be reviewed yearly and services for specific populations will be incorporated accordingly. Veterans of all backgrounds and military service eras will be housed and special services are planned for LGBTQ and diverse Veteran needs, women Veterans, Veteran families, single-parent Veteran families, disabled Veterans, and Veterans who experienced challenges such as Military Sexual Trauma, Post-traumatic Stress and/or Moral Injury.

### *Wider Resident and Community Services*

A wider slate of comprehensive, integrated services and partnerships based on community feedback and demonstrated need are part and parcel of the WLAVC's community design, with an eye toward the removal of barriers to accessing vital ancillary services (such as food, clothing transportation opportunities and necessary comfort items), plus good community order and supportive community engagement for all residents that encourages Veterans' participation in their own wellbeing. Wider community services will be offered both to those living in housing on campus and those in need off campus.

In its careful planning and deliberate service design, the WLAVC has striven for community balance, incorporating joint standards where applicable including those concerning safety and property management. Most importantly, the WLAVC takes a holistic, person-centered view of Veteran and family residents that maximizes the quality of life of all those seeking services.

To this end the WLAVC has established a set of Core Values for the management and operation of the West LA community. The intention is to ask all operating entities within the West LA community to proactively adopt these values such that Veterans experience a consistent and equitable experience no matter where they reside on the North Campus.

WLAVC also envisions this Veteran and family-serving neighborhood as not only therapeutic, but as a space for collective impact and collaboration among Veterans and families, the Collective's management and service teams, VA staff and



**CORE VALUES FOR THE OPERATION OF THE NORTH CAMPUS COMMUNITY**

<b>Advocate</b>	Champion the universal right of all Veterans to live in quality, affordable housing.
<b>Serve</b>	Assemble holistic and comprehensive services, amenities and housing that help anchor Veterans in a home and community.
<b>Nurture</b>	Support Veterans’ mental, physical and emotional health by meeting them where they are while promoting the development of therapeutic community that benefits from safety, livability, and connectivity.
<b>Engage</b>	Nurture a healing and thriving community where Veterans have ample opportunity to share their talents as supportive peers and empowered community leaders.
<b>Restore</b>	Build neighborhoods that honor Veterans service by preserving the historic and natural environment of the community, shaping it into an environmentally and culturally vibrant place.
<b>Embrace Equity</b>	Develop and exercise policies that promote consistency, fairness and justice to ensure community stability, social cohesion, and housing retention.
<b>Collaborate</b>	Embrace Veterans, stakeholders and partners with shared values, insight and respect to collaboratively serve the interests and needs of the diverse community.
<b>Sustain</b>	Ensure the long-term fiscal health, viability and success of the community through strong operations and community programs.
<b>Learn</b>	Foster a learning environment that leverages collective experience, promotes innovation, flexibility and appreciation for contributions by all.
<b>Respect</b>	Uphold President Lincoln’s promise “To care for him who shall have borne the battle and for his widow, and his orphan...” which underpins the mission of the VA. Honor and respect our Veterans in all that we do.

service sections, local stakeholders, and Veteran-serving community partners in order to prevent Veteran homelessness and to provide the supportive fabric of community that is vital to the wellbeing of residents and non-residents alike. To that end, the WLAVC will convene a monthly Veterans Alliance meeting to engage Veterans, key providers and to address community need.

Wider resident and community services include:

- The Veterans Collective (501(c)3): The Veterans Collective (TVC) is proposed to collaborate with VA as a convener of collective impact and the monthly WLA Veterans Community Alliance. TVC is intended to sponsor and arrange whole-community programming and events, cultivate community engagement and ownership, advances policy surrounding Veterans and the community, leverage and mobilize resources (including a development function and cadre of community volunteers), implement north campus wide communications (including a monthly newsletter and annual report), and establish shared measurement practices. TVC would oversee joint campus services administration (including community upkeep and safety coordination) that guides vision and strategy in order to maintain community cohesion (including joint all-campus trainings).
- Integrated Services Wellness Center (B300): With 15,000 sq. ft. of space for community and VA services built into its design, the proposed enhancements to Building 300 would integrate a continuum of coordinated supportive services including clinical services and clinical case consultation (substance use treatment), SSVE, a food bank, family services, senior services, women Veterans services, peer mentoring, non-clinical human services classes and groups, a Career Initiative center, transportation coordination, and activities and events coordination.

- Town Hall (B13): A welcoming atmosphere, the Town Hall incorporates meeting and socializing space within the Town Center area of the Community Plan. Contemplated components include: Personal care, social opportunities, classes and presentations, a farmer's market, Healthy Teaching Kitchen, a clothing room, bike repair, and an innovative VOA Moral Injury Program in conjunction with the Wadsworth Chapel.

#### ***VA-WLAVC Partnership is Key to a Thriving, Cohesive Community***

TVC plans to work in conjunction with existing campus structures to meet community needs, together. There are many opportunities to coordinate and partner including:

- Inviting VA partners to occupy space in Buildings 300 & 13: There is clinical space and the WLAVC has proposed contracted Barber/Beauty in Building 300, plus the WLAVC has requested co-location of VCS Canteen Services and a Patriot Store in Building 13
- Opportunities for shared groups, classes and presentations across the range of VA sections:
  - Gerontology, Whole Health, Women's Health, Homelessness Prevention Services, Stand Down, Healthy Teaching Kitchen, Veteran Arts
  - Classes can be joint efforts or scheduled to be solely partner-provided
- Shared events, volunteer opportunities and recreational activities
- Coordination with the Center for Development and Community Engagement (CDCE)
- Shared Veterans Alliance of campus and community providers to maximize impact
- Coordination with the Veterans Experience Office around experience metrics and outcomes

# PROGRESS AND PATH FORWARD

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Five years after release of the 2016 Draft Master Plan and passage of the West Los Angeles Leasing Act of 2016, the West LA Campus is a loose community of Veterans in emergency, transitional, and permanent shelter and housing situations, with nearby assisted living and clinical treatment residential environments. 54 formerly homeless Veterans live in Building 209 (plus one manager), the Domiciliary accommodates up to 151 Veterans in Building 217 and 138 Veterans in 214, the Community Living Centers are VA operated assisted living facilities with 52 Veteran capacity in Building 213 and 95 Veteran capacity in Building 215, and the CalVet State Home is a 396 Veteran assisted living home operated by the State of California. Veterans also occupy emergency and bridge shelter residential settings in Building 116 and A Bridge Home. On a given night Veterans also are provided security, meals, restrooms, and support services in the Care Treatment and Rehabilitative Services (CTRS) and Safe Parking LA overnight outreach initiatives. While not all these residential facilities fall under CERS, or even the VA's direct purview, all Veteran residents will be stakeholders in the community originally contemplated in the Draft Master Plan and advanced in this Master Plan 2022 update. The Principal Developer, in concert with the VA, envisions the tremendous opportunity to transform this campus from a loose community into a tightly connected and integrated community.

The Housing First and "Housing as Health" approach for the WLA Campus is on a multi-year delivery timeline with 800 units anticipated to be in development and construction by Fiscal Year 2023. As of the date of this document there are over 400 units in development and construction via the Enhanced-Use Lease program. The West LA Campus is an important component of VAGLAHS' strategy to ending Veteran homelessness in the catchment area; however, it is not the sole approach or solution. Approximately 3,681 Veterans are experiencing homelessness in LA County, and

approximately 2,508 are experiencing homelessness in Service Planning Areas 2, 4, 5 and 6 that are proximate to the West LA Campus according to the 2020 PIT count. The Housing First approach prioritizes Veteran choice. Homeless Veterans are autonomous individuals deserving of agency in their choice of housing option. VAGLAHS has conducted extensive Veteran outreach to attempt to determine homeless Veteran interest and demand in living on the West LA Campus in permanent supportive housing. These outreach and engagement efforts require consistent monitoring, communication, and validation to proactively manage the VA's strategy to end Veteran homelessness in the Greater Los Angeles area. VAGLAHS uses by-name lists and data, as well as community shelter, transitional, and permanent supportive housing development to match long-term housing projects to Veteran demand, respecting the independent preferences of Veterans experiencing homelessness. Based on this process, VAGLAHS continues to prioritize the delivery of at least 1,200 permanent supportive housing units in line with the housing demand studied in the 2016 Draft Master Plan, with a commitment to continue to monitor this demand as additional West LA Campus housing becomes operational and Veteran demographics and preferences evolve.



SECTION III

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# STAKEHOLDER ENGAGEMENT

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DRAFT

# STAKEHOLDER ENGAGEMENT

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The Draft Master Plan, signed by the Secretary of the U.S. Department of Veterans Affairs (SECVA) in January 2016, was the culmination of an outreach process that began in June 2015, and represented unprecedented input and response to VA from Veterans Service Organizations (VSOs), Veterans, local community entities and individuals, charitable and philanthropic entities, elected officials, state and local authorities, and many other stakeholders. Over 100 meetings were conducted, and more than 1,000 responses were submitted in response to the Federal Register posting. The comments and data collected were carefully reviewed and considered to reflect and address Veteran and stakeholder interests in the planning process.

As VA embarked on its first revision of the Draft Master Plan, VA worked in close collaboration with these stakeholders to ensure the Master Plan 2022 similarly included their views as VA continues to work to transform the Campus to better serve the needs of Veterans. VA has used a variety of methods to keep stakeholders informed and engaged since issuing the Draft Master Plan. Methods of engagement included small group advisory councils, large public meetings, questionnaires, and surveys conducted over the past five years to encourage meaningful dialogue and garner thoughtful input. Lines of communication to share relevant information were kept open through a variety of channels, including direct email, a dedicated website (<https://westladraftmasterplan.org/>), social media posts, and traditional news media releases.



Denis MacDonough, VA Secretary - I CARE

Effective public engagement is important to ensure that stakeholders who are most likely to be directly affected by changes to the campus and those with relevant local knowledge, are provided the opportunity to be involved in the master planning process. By adhering to core public participation principles, VA and stakeholders can build trust, create resilient relationships, and promote commitment to the transformation of the West LA Campus to the benefit of Veterans. Engaging stakeholders is a central theme of this Master Plan 2022 and is a critical factor to its long-term success.

## General Note:

The information in this chapter has been updated to reflect the most current information available. To review the Draft Master Plan 2016 version, please navigate to the following URL: <https://westladraftmasterplan.org/documentation/draft-master-plan>

# COMMUNITY ENGAGEMENT SINCE ISSUANCE OF THE DRAFT MASTER PLAN

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Since publication of the Draft Master Plan in January 2016, VAGLAHS has remained committed to engaging all interested parties in implementation of Master Plan and all other campus developments.

One of the primary means of engagement is the Veterans and Community Oversight and Engagement Board (VCOEB), established on September 29, 2016 following enactment of the West Los Angeles Leasing Act of 2016. The purpose of the VCOEB is to provide advice and make recommendations to the SECVA on: Identifying the goals of the community and Veteran partnership; improving services and outcomes for Veterans, members of the Armed Forces, and the families of such Veterans and members; and on the implementation of the 2016 Draft Master Plan, and on the creation and implementation of any successor master plans. The VCOEB meets two to four times a year, and meetings are open to the public and recorded.

VAGLAHS also engages the Veteran community and general public through various platforms including but not limited to:

- Los Angeles Region Community Veterans Engagement Board (CEVB)
- Veteran, Employees, VSO, and Elected Official Town Halls
- Project information sessions
- VAGLAHS staff participation in community meetings and meetings with elected official
- Stakeholder surveys
- Draft Master Plan Website (<https://westladraftmasterplan.org/>)
- Email distribution list for important updates (available via <https://public.govdelivery.com/accounts/USVHA/subscriber/new>)

- Email box for inquiries and comments ([VHAGLAMasterPlan@va.gov](mailto:VHAGLAMasterPlan@va.gov))
- Facebook: <https://www.facebook.com/losangelesva> (5K+ followers)
- Twitter: <https://twitter.com/LosAngelesVA> (4K+ followers)

While the COVID-19 restrictions have placed some limitations on physical access to the campus and in-person meetings, VA has made every effort to sustain public engagement by making meetings accessible virtually and leveraging the use of email, online platforms, and social media.



Photo by Sarah Pyatt, Texas



## PUBLIC PARTICIPATION FOR ASSESSMENT OF ENVIRONMENTAL IMPACTS

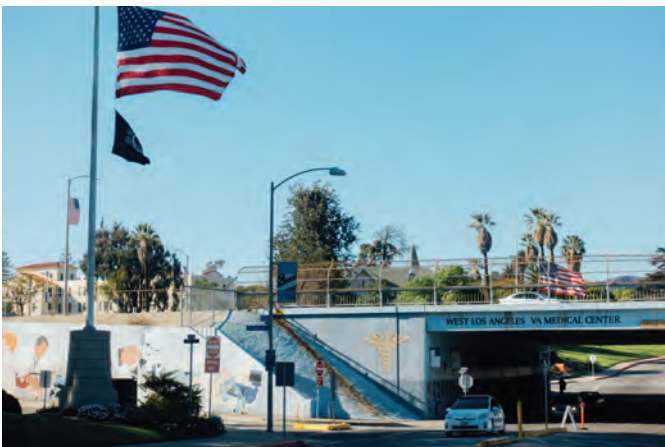
As an integral part of the 2016 Draft Master Plan, VA conducted thorough assessments of environmental, historic, and socioeconomic impacts of redevelopment projects at the West LA Campus, which involved their own public participation processes in compliance with the National Environmental Policy Act (NEPA).

An Environmental Assessment (EA) was completed for the renovation of three underutilized WLA Campus buildings (Buildings 205, 207, and 208) to repurpose them into Veteran residential housing using VA's Enhanced Use Lease (EUL) authority. Public notices and opportunities for comment included:

- October 28, 2019: Publication of Draft EA: notices published in the Federal Register and the Los Angeles Times.
- November 14, 2018: Public meeting on the Draft EA
- March 13, 2019: Publication of Draft EA: notices published in the Federal Register and the Los Angeles Times.
- April 5, 2018: Publication of Final EA for Buildings 205/208/207 and Finding of No Significant Impact.

VA also completed a Programmatic Environmental Impact Statement (PEIS) that assessed alternative scenarios for comprehensive redevelopment of the WLA Campus in response to the Draft Master Plan. The PEIS development involved a robust public participation process that included not only formal notices and meetings, but also outreach to more than 700 Veterans, VSOs, and interested parties that joined the Draft Master Plan email distribution list. Public participation milestones included:

- May 15, 2017: Publication of Notice of Intent to prepare a PEIS in the Federal Register
- June 7, 8 and 9, 2017: Public scoping meetings; notices published in the Federal Register and the Los Angeles Times.
- December 7, 2018: Publication of Draft PEIS; made available online and at five public libraries in Los Angeles County.
- January 15, 16, and 17, 2019: Public meetings on the Draft PEIS; notices published in the Federal Register and the Los Angeles Times.
- June 26, 2019: Notice of Final PEIS; made available online.
- September 3, 2019: Signature of Record of Decision.



## ENHANCED-USE LEASE (EUL) PUBLIC HEARINGS

In addition, as VA works with private developers through the EUL Program to develop supportive housing for homeless or at-risk Veterans, public participation has been an important part of the process. VA's EUL statute provides that prior to entering into an EUL, VA must conduct a public hearing to “receive the views of Veterans service organizations and other interested parties regarding the proposed lease of the property and the possible effects of the uses to be made of the property under a lease of the general character then contemplated. The possible effects to be addressed at the hearing shall include effects on— (1) local commerce and other aspects of the local community; (2) programs administered by the Department; and (3) services to Veterans in the community” (38 U.S.C. § 8163(a)).

EUL public hearings conducted at the West LA Campus since 2016 included:

- November 16, 2016: Public hearing on the EULs for Buildings 205, 208 and 209
- April 26, 2018: Public hearing on the EUL for Building 207 and the Principal Developer concept
- July 23, 2020: Public hearing on the proposed EUL with the Principal Developer and plan for a minimum of 900 units of supportive housing over a series of phases.

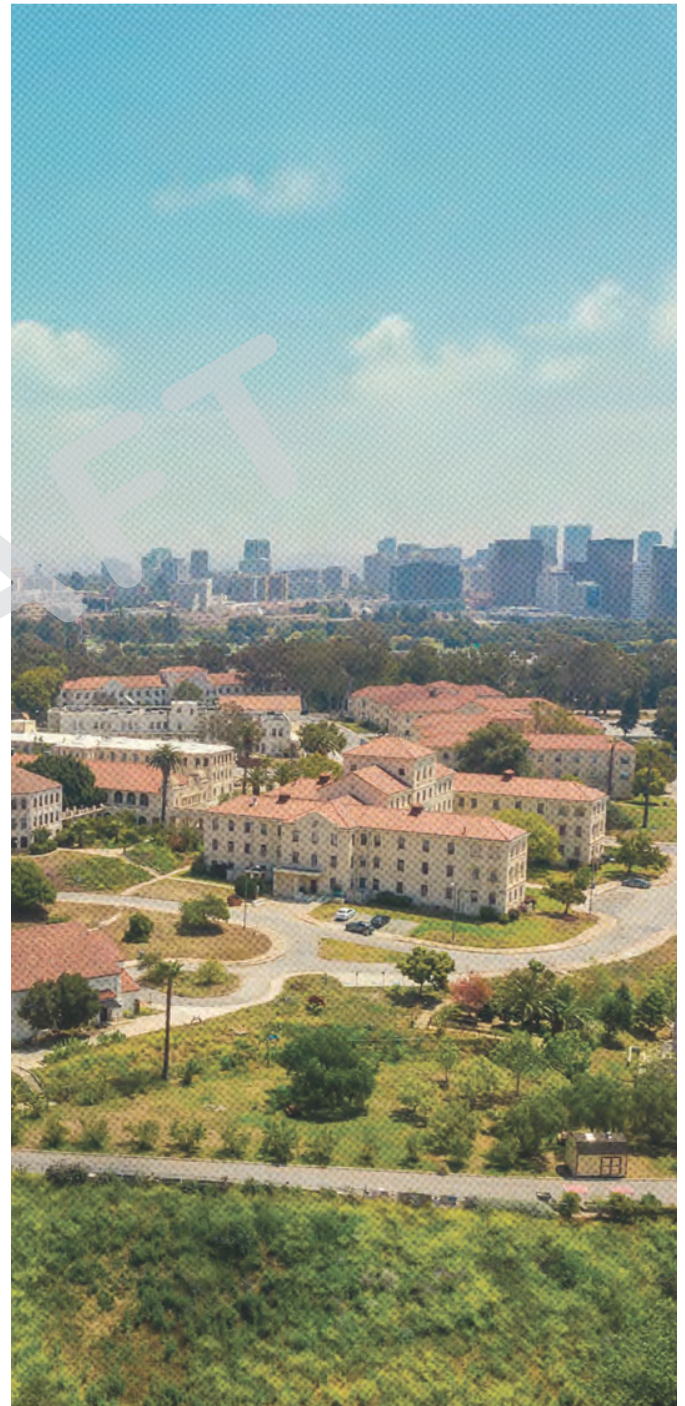


Photo by Principal Developers

## PRINCIPAL DEVELOPER SELECTION AND PUBLIC ENGAGEMENT ACTIVITIES

Following completion of the 2016 Draft Master Plan, VA began exploring different approaches to accelerate the delivery of permanent supportive housing for homeless and at-risk Veterans and their families on the North Campus. VA's goal is to create a safe, affordable, housing community for Veterans on the North Campus that is well-planned and cohesive (i.e., a neighborhood, not a series of individual buildings).

To achieve this objective, VA sought to identify a Principal Developer that would provide a multi-faceted team to plan, coordinate, and execute planning and development activities for the new housing community, including development of at least 900 supportive housing units.

To promote a competitive selection, VA undertook the following efforts:

- Held an Industry Forum on July 10, 2018, to provide information on the opportunity to the development community (50+ in attendance from 40 organizations)
- Posted the solicitation on FedBizOps and sent targeted email blast advertising solicitation to more than 125 people
- Received responses from multiple highly qualified supportive housing development and operations teams nationwide
- Conducted due diligence and interviews with Offerors' references & local government stakeholders
- Held oral presentations for Offerors

After a rigorous evaluation process, VA selected the West L.A. Veterans Collective LLC (WLAVC) to be the Principal Developer in November 2018. WLAVC was formed for the sole purpose of serving as VA's Principal Developer. WLAVC is comprised of three primary firms (Century Housing

Corporation, U.S.VETS, and Thomas Safran & Associates). Additional team members include KFA, KPFF, Historic Resources Group, and City Fabrick. Together, these Veteran-led and Veteran-focused organizations possess the experience, capabilities, financial wherewithal, and relationships to successfully achieve VA's goals for the West Los Angeles Campus.

Since then, in its capacity as Principal Developer, WLAVC has been working on a Draft Community Plan for the West LA Campus, and has been actively engaging neighbors, on-site service providers, Veteran partner organizations, and the Veteran community in the development of this plan. Over the past two and a half years, the WLAVC has connected with thousands of stakeholders in order to integrate feedback and suggestions that have been gathered during countless hours of outreach.

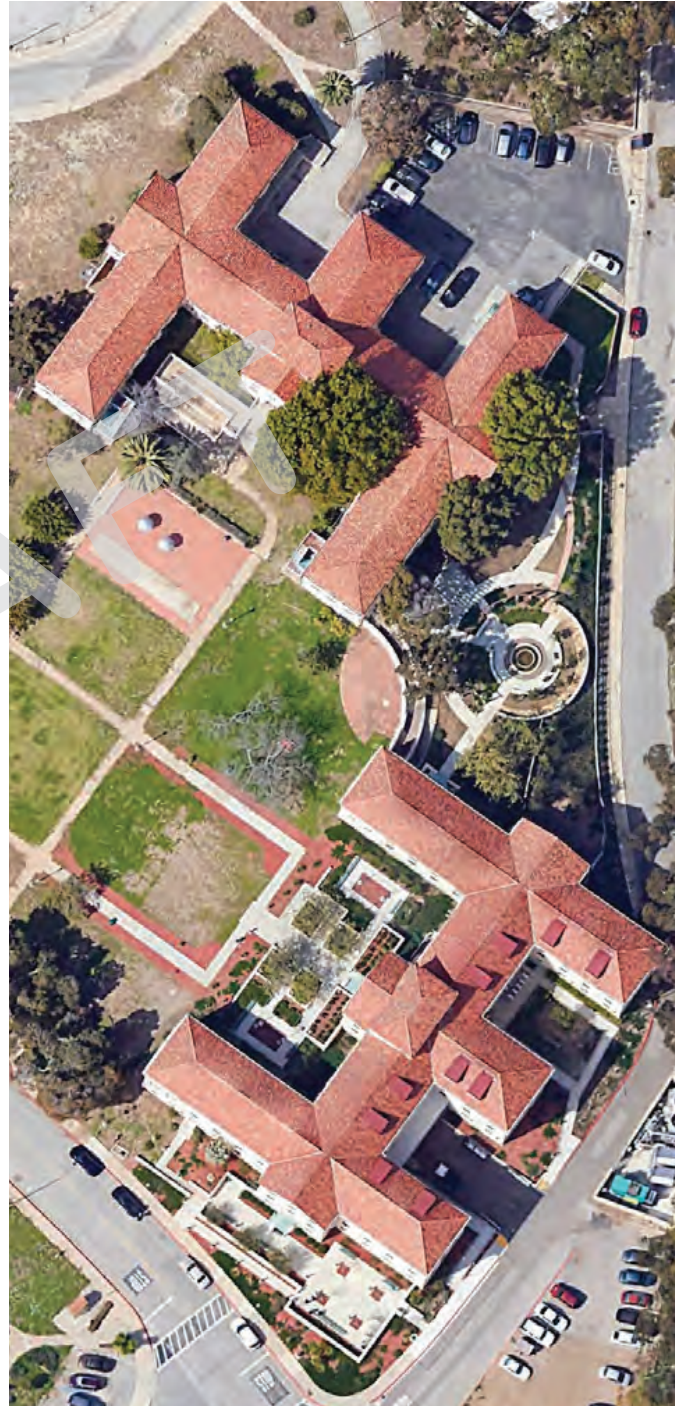
Efforts have included both initial and ongoing outreach via:

- Developing and updating a list of Frequently Asked Questions to incorporate stakeholder questions and enhance communication
- Presenting about the Collective, Community Plan and progress to community stakeholder groups
- Eliciting feedback from stakeholder groups and individuals both in-person and online (including a dedicated website, <https://www.wlavc.org/>)
- Creating a stakeholder survey regarding campus amenities and the naming of the community (accessed at <https://www.surveymonkey.com/r/wlava>)
- Conducting WLA VA Campus "in-reach" to leadership and individual VA sections
- Holding informational listening sessions about the Draft Community Plan with Veterans groups, VSO's, and local,

#### State and Federal representatives

- Attending Veteran community events on the North Campus and wider VAGLAHS catchment area, including the annual homeless Veteran Stand Down.
- Participating in recurring events such as quarterly VA Town Hall Presentations, monthly WLA VA Services Council (now VAGLAHS Community Partner Collective) meetings and working groups, and quarterly Veterans Homelessness Policy Meetings

The WLAVC is working in close collaboration with VAGLAHS Office of Communications and Veteran-serving groups in crafting responsive, meaningful, and concise messaging targeted toward stakeholder audiences. Additionally, the WLAVC recently engaged a Public Relations and Communications contractor in order to more effectively engage with and integrate feedback from community stakeholders. As the campus community is built over the course of multiple phases, ongoing outreach will also provide valuable opportunities for bi-directional communication that will empower Veteran and family stakeholders to voice their emerging needs and to request specific programming and events that are meaningful to them. The WLAVC has begun creating an annual North Campus outreach and events calendar based on prior community feedback and local institutional knowledge of the annual slate of Veterans and families-specific community events. Deliberate outreach planning and execution in conjunction with key existing events and celebrations will help weave the community together and increase the breadth and depth of North Campus offerings to create a welcoming and supportive atmosphere for all stakeholders.



# MASTER PLAN 2022 PUBLIC PARTICIPATION

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VA initiated a dedicated public participation process on the Master Plan 2022 this summer, with the aim of obtaining valuable input from Veterans, their families, VSOs, elected officials and the public, on the opportunities, constraints, and options being considered in the development of the Master Plan 2022. This update to the DMP is based on the sharing of information for input during the development of the Master Plan 2022 update as well as a 60-day public comment period of the draft document on the Federal Register. The following virtual Master Plan 2022 Town Halls were held for information sharing and comment requests.

- August 19, 2021 @ 4:00-5:15 PM PT - VSO & VCOEB
- August 19, 2021 @ 6:00-7:15 PM PT - Elected Officials & General Public
- September 9, 2021 @ 4:00-5:15 PM PT - VSO & VCOEB
- September 9, 2021 @ 6:00-7:15 PM PT - Elected Officials & General Public
- September 30, 2021 @ 4:00-5:15 PM PT - VSOs & VCOEB
- September 30, 2021 @ 6:00-7:15 PM PT - Elected Officials & General Public

Collectively, 291 participants joined the six town halls virtually with two more scheduled for late October 2022. During the question-and-answer periods, participants had an opportunity to ask questions about the information provided and give feedback. Some of the common topics for the comments included:

- Additional Veteran-focused services and amenities that can be provided in addition to housing
- Opportunities for small businesses and Veteran employment
- Relationship between the new supportive housing and the HUD-VASH program

- Availability of same day sheltering and after-hours access to shelter
- Existing leases and other land use agreements on campus.

Throughout the above Town Hall engagement process, the public was also encouraged to submit written comments and uploads before, during, or after the town halls, through a Veteran & Stakeholder Feedback Questionnaire available at <https://westladraftmasterplan.org/p/masterplanupdate>. A total of 79 responses that were received indicated that the most important Master Plan issue to commenters was housing services. Secondary topics of interest were job training, transportation to and from campus, and sports and recreation opportunities.

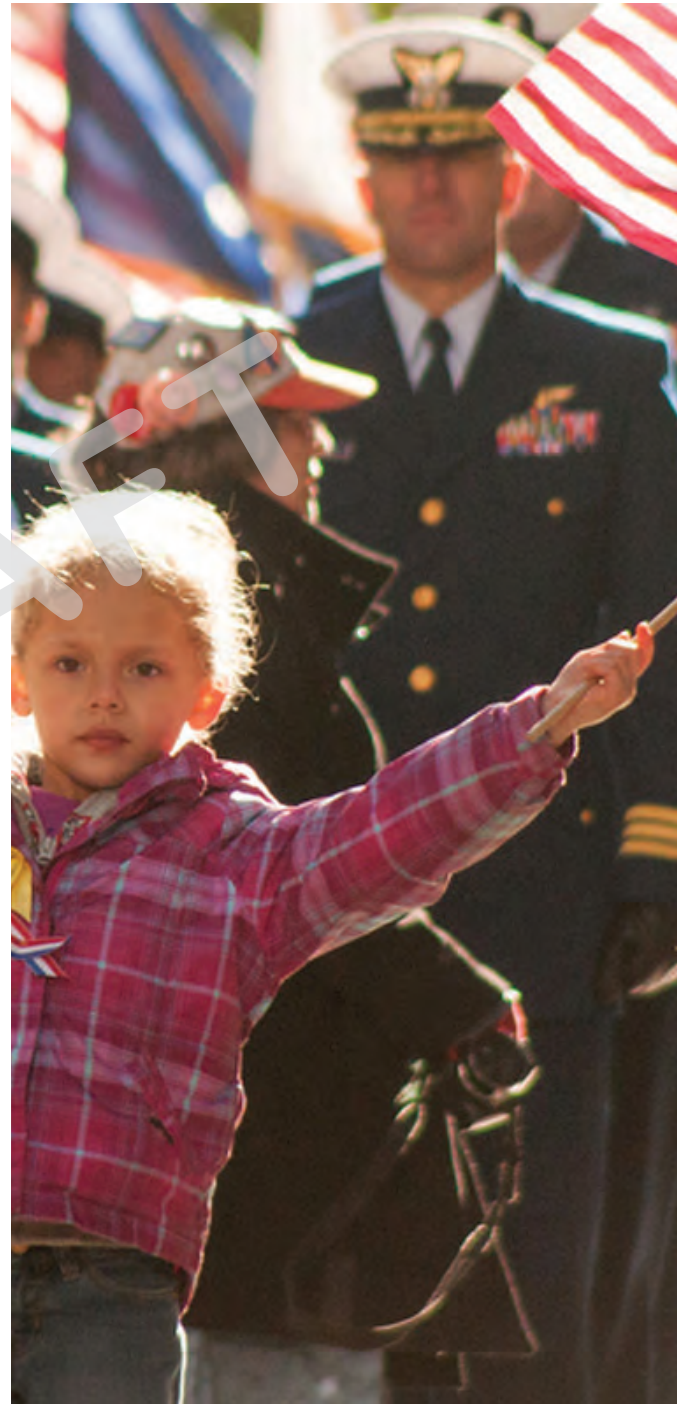
VA is publishing a draft of the Master Plan 2022 core document on the Federal Register to obtain feedback on the concepts outlined in the plan. A printed copy of the document is also being made available at five local libraries for the benefit of community members who may not have easy access to the Internet. The comment period on the core document concludes after 60 days from publication of this draft. In addition, VA anticipates providing at least two more town hall in October 2021 and an additional two in November 2021. VAGLAHS is also offering 30 forum sessions for organizations to receive a 1.5 hour briefing and question & answers session on the master plan draft from 18-29 October. Additional forum sessions will be made available throughout the month of November based on demand. After VA reviews and addresses public comments, the draft Master Plan 2022 will be further refined and submitted for signature to the SECVA. The final Master Plan 2022 along with supporting documentation will be published on our website and available to all interested parties.

# CONTINUED STAKEHOLDER ENGAGEMENT

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Following the finalization of the Master Plan 2022 and its signature by the SECVA, internal and external stakeholders will have opportunities to remain engaged with the Master Plan and related activities on the West LA Campus. The following are some of the ways that VAGLAHS anticipates maintaining stakeholder engagement:

- Quarterly e-newsletter (Master Plan e-Mailer) providing updates on Master Plan activities at the West LA Campus will go out to GovDelivery Master Plan stakeholder email list.
- Video segments of current and future Master Plan construction sites will be posted to VAGLAHS social media channels, as progress on each commences, as well as posted to the Master Plan website (<https://westladraft-masterplan.org/documentation/draft-master-plan>).
- As COVID-related campus access restrictions are lifted, members of the public, local Veterans groups, elected officials, and media will be invited for tours of Master Plan sites.
- VA will continue to conduct proactive community outreach, whereby VAGLAHS representatives attend local neighborhood council, VSO, and elected official meetings to share progress updates on Master Plan activities.
- VA will continue to provide Master Plan updates via Veteran, Employee, Elected Official and other routine Town Halls, and in regular standing meetings with the VAGLAHS Executive Team, WLA Campus Master Plan Integrated Project Team (IPT) Governance Board, and the VCOEB.
- VAGLAHS staff will use opportunities while serving Veterans across our jurisdiction and while meeting with other key stakeholders to promote Master Plan engagement.



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SECTION IV

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**EXISTING CONDITIONS &  
SITE ANALYSIS**

WLA CAMPUS - 2020



# EXISTING CONDITION & SITE ANALYSIS

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The Site Analysis Section is intended to provide an overview of the existing conditions of the VA's West Los Angeles (WLA) Campus and highlight the key assets, opportunities, and constraints across the 388+-acre site. This study of the existing conditions builds upon the analysis that was completed in the 2016 Draft Master Plan (2016 DMP) for the WLA Campus. The areas of analysis considered in the development of this document include the following existing conditions:

- Site Context
- Historic Elements
- Environmental Considerations
- Open Space Elements
- Land Use Agreements
- Utilities & Infrastructure

As a part of this analysis, Key Redevelopment Opportunity

Areas have been defined, as well as 'Hard/Soft Analysis' conducted of the existing buildings, as described later in this document. This analysis of the WLA Campus was informed by the review of current information about the site as well as several draft and approved plans for the Campus, including, but not limited to, the following documents:

- Programmatic Environmental Impact Statement (PEIS) 2019
- The VA GLAHS West Los Angeles Campus Historic Resources Plan (CHRP) 2021
- All Agreements Detail (RI. Dt. 06/01/2020)
- Site Utility System Study: Final Draft Report 2020
- Draft Community Plan: 8/19/2021

## General Note:

This information in this chapter has been updated to reflect the most current information available. To review the Draft Master Plan 2016 version, please navigate to the following URL: <https://westladraftmasterplan.org/documentation/draft-master-plan>

Credits for photographs in this Section are pending

# HISTORIC GROWTH PATTERN

Maps and aerial photographs tell the story of the Soldier's Home from its inception over a century ago. Images of the Campus from 1894 show minimal roads and only a few buildings. At the time, two main roads crossed through the WLA Campus in 1894.

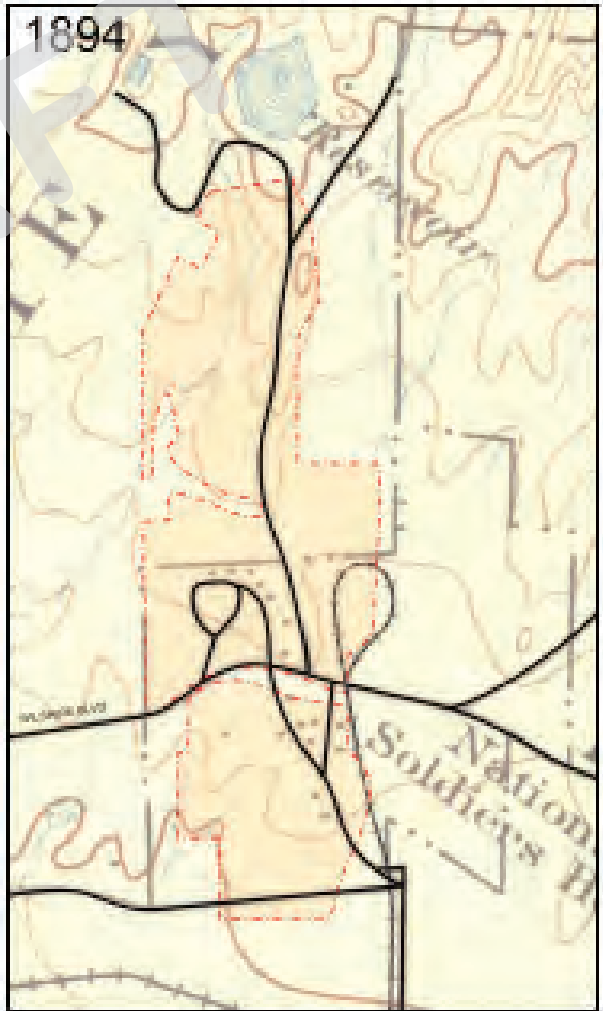
Bonsall Avenue was a main route through the Campus from Wilshire Boulevard extending north along the bluff to existing Campus borders on the North side. A small cluster of buildings surrounded a road loop just north of Wilshire Boulevard. The road extended south to cross Wilshire Boulevard to a small collection of buildings east of what is today Wadsworth Park. There is evidence of a train rail that entered the Campus from the south. The railway ended in a loop just north of Wilshire in the area that is now the 405 on-ramp.



Domiciliary, Barracks #4 (left, not extant) and #5 (right, not extant), view northeast (Santa Monica Public Library, 1890)



Domiciliary, Assembly Hall (right, not extant) view west (Los Angeles Public Library, 1892)



By 1925, the Campus had greater access through rail. The railway serviced the south eastern side of Campus. A new east-west running line was introduced south of Ohio Ave. From this rail line another line extended North through the Campus, running along San Vicente Blvd. At this time, San Vicente Blvd cut through the Grand Lawn to Wilshire Boulevard. At the edge of the WLA Campus, there was a short rail line that turned back into the interior of the Campus and ended at the Trolley Depot that still exists on Campus today.

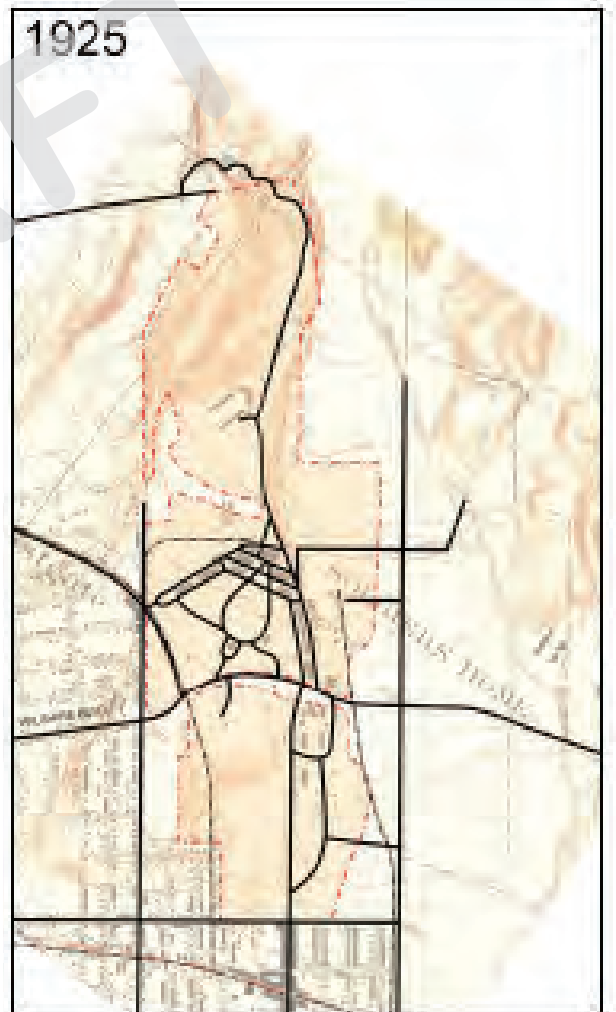
A map from 1925 is also the last evidence of an access point at the north end of the Campus. Bonsall Avenue extended through the north borders of the Campus and connected to a west-bound Sunset Boulevard. Later maps show Bonsall Avenue coming to a stop within the North Campus. At that time, other access points to the Campus included the western access point through Constitution Avenue.



Aerial view of Campus, view north, note Bonsall Ave at center and Federal Avenue left (VA Archives, 1924)



Aerial photo of Campus, view northwest (Los Angeles Public Library, circa 1920)



Over the next two decades, the Campus went through tremendous change, most likely due to the two World Wars. First, the Campus developed in density within the existing neighborhood north of Wilshire Boulevard. By 1934, maps show many buildings that still exist today including the research buildings 115, 117, 113, and 114 as well as building 116 and the Mess Hall, Building 13.

By 1947, the Campus development had expanded north. A new road network was formed on the northern plateau of

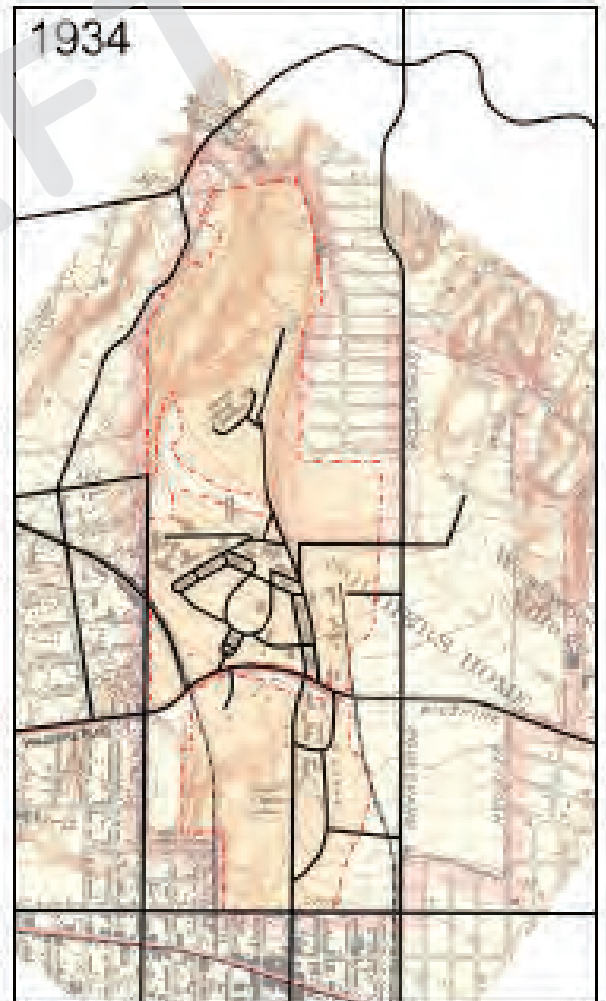
the Campus creating more fan-like arrangement of streets. Although Bonsall Ave came to an end in this area, a new road was constructed, winding through the varying topography and extending out the northern limits of the Campus and connect to what is today Barrington Avenue. More homes had been constructed along these roads including buildings 205, 208 and 209, aligned with buildings to the south and creating the quad that can be seen today.



Domiciliary, unknown building (not extant) (Los Angeles Public Library, 1939)



Domiciliary, Bonsall Avenue view north (Los Angeles Public Library, circa 1930)



By the 1950s, all rail in or around the Campus had been eliminated and the focus of transportation has turned to the car. By the early 60s, I-405 was being used as a major throughway just east of the WLA Campus. Maps from 1964 show that Wilshire Boulevard's dramatic widening to meet the traffic demand of the area.

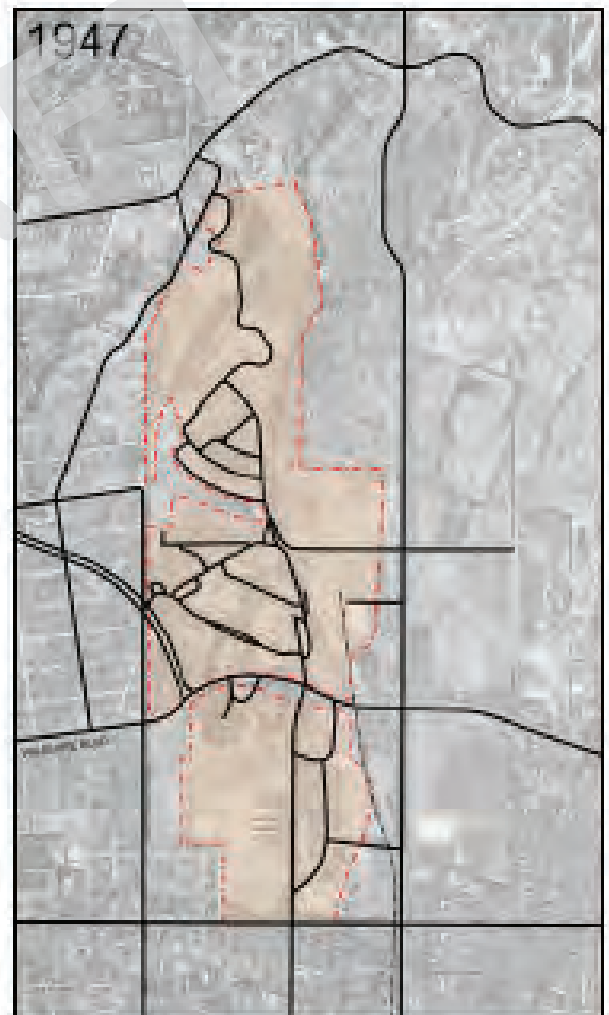
By 1964, there was also increased development on the north end of the Campus. The northern most access point onto Barrington Place had been eliminated and the Campus road system was constructed into a loop that encircled the plateau-like area west of the Golf course.



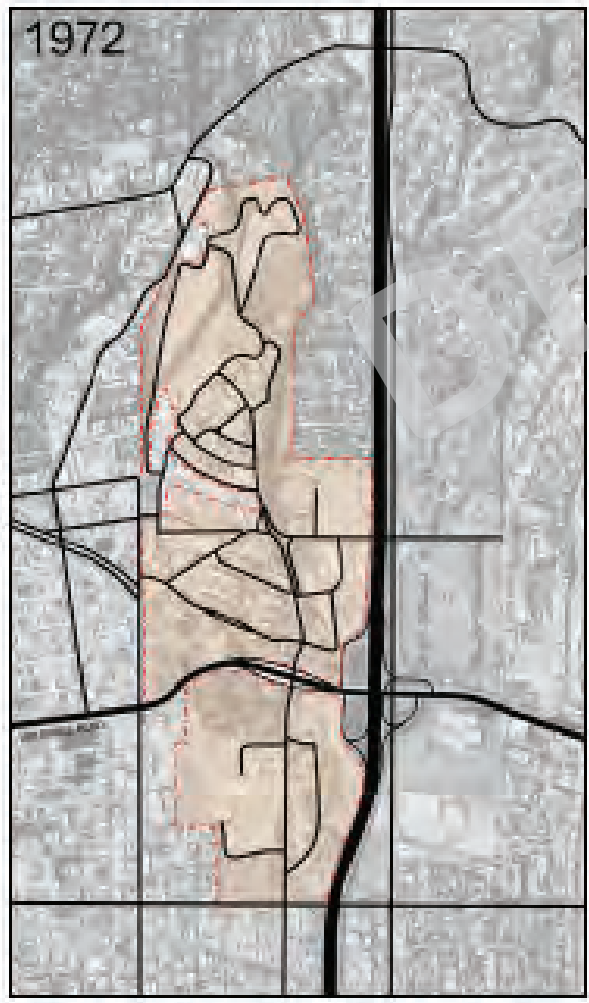
Domiciliary, Chapel, view northwest (Los Angeles Public Library, 1941)



Domiciliary, Governor's Residence (not extant) (VA Archive, ND)



The 1972 map of the Campus shows an access point added to the west side of Campus and east into a central point in the Campus along the bluff line. At this time, the South Campus road system begins to break from the linear roads that had existed, as seen in map below, when Bonsall Avenue had continued through the South Campus to meet Ohio Avenue. By 1989, Bonsall Avenue had been interrupted and transformed into a half circle and by 2002 the road system of the South Campus is how we know it today.







General hospital, Building 304 (bottom), and Building 500 under construction, view northeast (VA Archives, circa 1975)



Neuropsychiatric (N.P.) Hospital, view northwest (VA Archives, circa 1984)



Neuropsychiatric (N.P.) Hospital, Building 156 (extant), view southwest (VA Archives, circa 1972)



Neuropsychiatric (N.P.) Hospital, view northwest (VA Archives, circa 1984)

# REGIONAL CONTEXT

## CONNECTION TO WLA CAMPUS WITH SATELLITE SITES

The VA Greater Los Angeles Healthcare System (VAGLAHS) is one of the largest healthcare systems within VA. It is a key component of the Veterans Integrated Service Network (VISN). The Desert Pacific Healthcare Network (VISN22) offers services to Veterans residing in Southern California, VAGLAHS consists of two ambulatory care centers, a tertiary care facility, and 8 community-based outpatient clinics. VAGLAHS serves Veterans residing throughout five counties: Los Angeles, Ventura, Kern, Santa Barbara, and San Luis Obispo. There are 1.4 million Veterans in the VAGLAHS service area. VAGLAHS is affiliated with both UCLA School of Medicine and USC School of Medicine.

The medical center and main Campus is centrally located in West Los Angeles, North of Interstate 10 and West of Interstate 405.

- Bus route and the Metro extension along Wilshire Boulevard extending to the WLA Campus

- Los Angeles International Airport located 10 miles south.
- UCLA Ronald Reagan Hospital less than 10 minutes away
- USC Health Sciences Campus 20 minutes away, USC Main Campus 15 minutes away

The WLA Campus, when revitalized, will become a more meaningful, inviting, and welcoming resource to a broad range of Veterans in Southern California. It will also function more strategically with satellite sites, such as the Sepulveda Ambulatory Care Center, the LA Ambulatory Care Center, and all 8 Community-Based Outpatient Clinics, as well as sites that help serve Veterans as partners in healthcare, housing and human services.

## REGIONAL CONTEXT



# VA GREATER LOS ANGELES MEDICAL CENTER LOCATION



## SURROUNDING ROADS & ACCESS POINTS

The WLA Veterans Affairs Campus is located at the major intersection of Sepulveda Boulevard, Interstate 405 (also known as the San Diego Freeway), and Wilshire Boulevard in Los Angeles, California, and is generally bounded by Barrington Avenue, Bringham Avenue, San Vicente Boulevard and Federal Avenue on the west; Ohio Avenue on the south; and Veteran Avenue on the east. Located in the densely urbanized Brentwood neighborhood, the Campus encompasses approximately 388 acres and retains a strong sense of time and place from the period between 1923 to 1952, when it was used as a Second Generation Veterans Hospital.

Wilshire Boulevard begins in the City of Santa Monica and continues easterly into Downtown Los Angeles. It extends through WLA Campus and serves as its primary access. In the WLA Campus vicinity, Wilshire Boulevard is striped with three travel lanes per direction, with left-turn channelization. Generally, within the City of Los Angeles, the eastbound and westbound curb lanes are restricted to bus and right-turn-only operation during the weekday morning and afternoon peak periods. Wilshire Boulevard is grade-separated over Bonsall Avenue, with on / off-ramps accessing Bonsall Avenue. Wilshire Boulevard also has northbound and southbound ramp connections with I-405.

The I-405 / San Diego Freeway runs north-south from the northern San Fernando Valley, through Los Angeles County, and into Orange County. It is adjacent to the WLA Campus on the east and provides primary regional access to the site. It generally has four lanes, along with a high-vehicle occupancy lane, in each direction. Near the WLA Campus, I-405 runs north-south, interchanges with I-10 / Santa Monica Freeway, and has full or partial ramp connections at Sunset Boulevard, Wilshire Boulevard and Santa Monica Boulevard. According to current information on the Caltrans website, I-405 has an average daily traffic volume of 279,000 to 300,000 vehicles near Wilshire Boulevard.

## PUBLIC TRANSPORTATION

### TRANSIT & PROXIMITY

Located at 11301 Wilshire Boulevard, West Los Angeles, California, the Campus is 4 miles from downtown Santa Monica and 14 miles from downtown Los Angeles. The Campus shares an edge with the Brentwood neighborhood on the west and to its north, with the Westwood neighborhood and the I-405 freeway on the east, and the West Los Angeles neighborhood on the south. Santa Monica is the nearest downtown area.

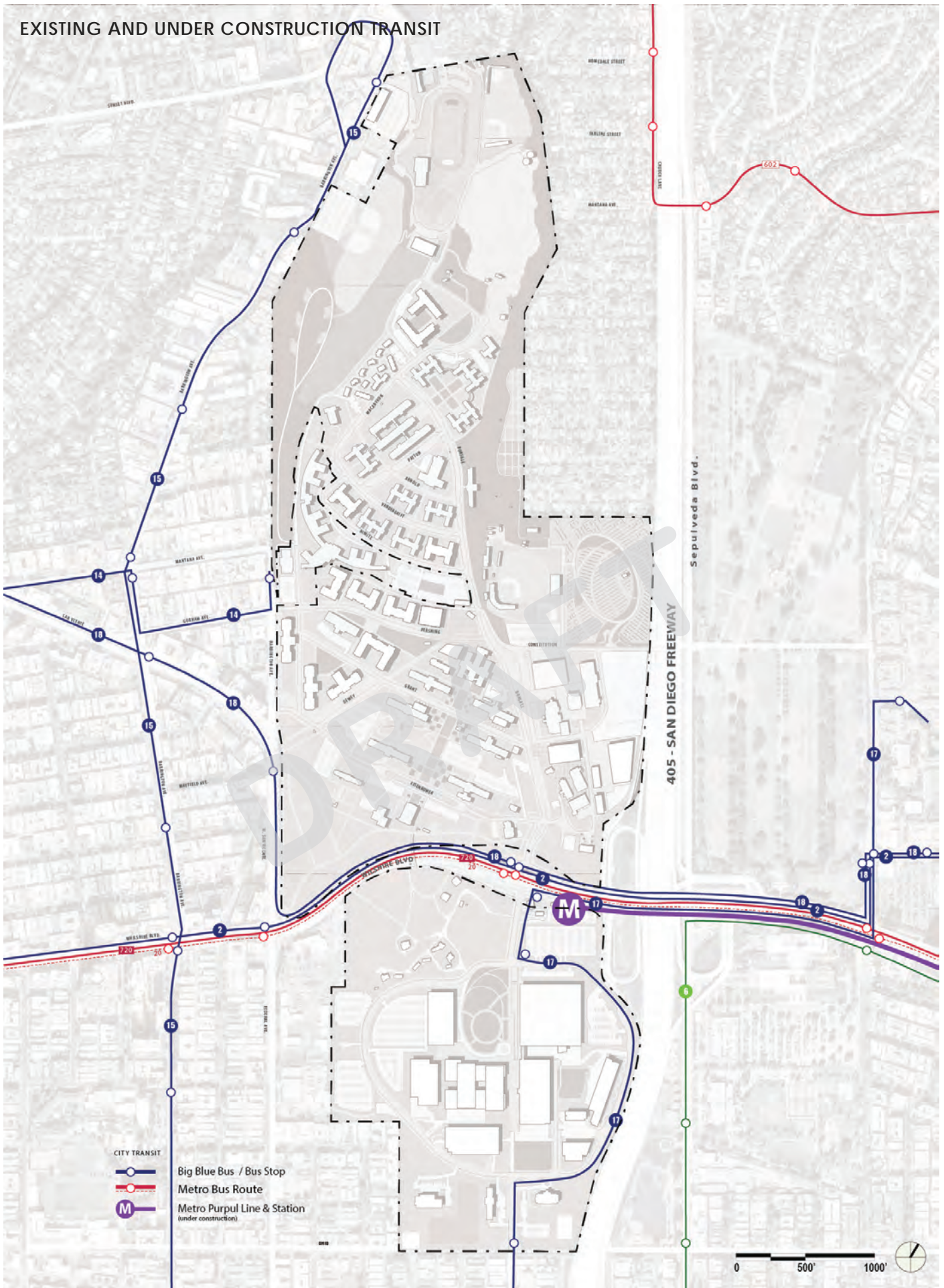
### PUBLIC TRANSPORTATION

There is a network of existing public transportation serving the Campus and surrounding area. Multiple regional and local public transportation operators include Metro, Santa Monica Big Blue bus, Culver City Bus, Los Angeles Department of Transportation (LADOT) Commuter Express, and Antelope Valley Transit Authority. The bus lines that run along Wilshire Boulevard including the #18 San Vicente Boulevard, #14 Montana Avenue, #15 Barrington Boulevard, #720 Metro Rapid Line, #2 Wilshire Boulevard, and #20 Metro Local Line. The commute into downtown Santa Monica is 16 minutes by car, 19 minutes by bus, 21 minutes by bike, and over an hour by foot.

However, there is only one line that actually enters the WLA Campus - the Santa Monica Big Blue Bus 17, which travels through the South Campus from Wilshire Boulevard to Ohio Avenue.

The Metro Purple Line is being extended from Union Station in Downtown Los Angeles to West Los Angeles. The terminus of this line will be the new station on the WLA Campus, expected to open in 2027.

# EXISTING AND UNDER CONSTRUCTION TRANSIT



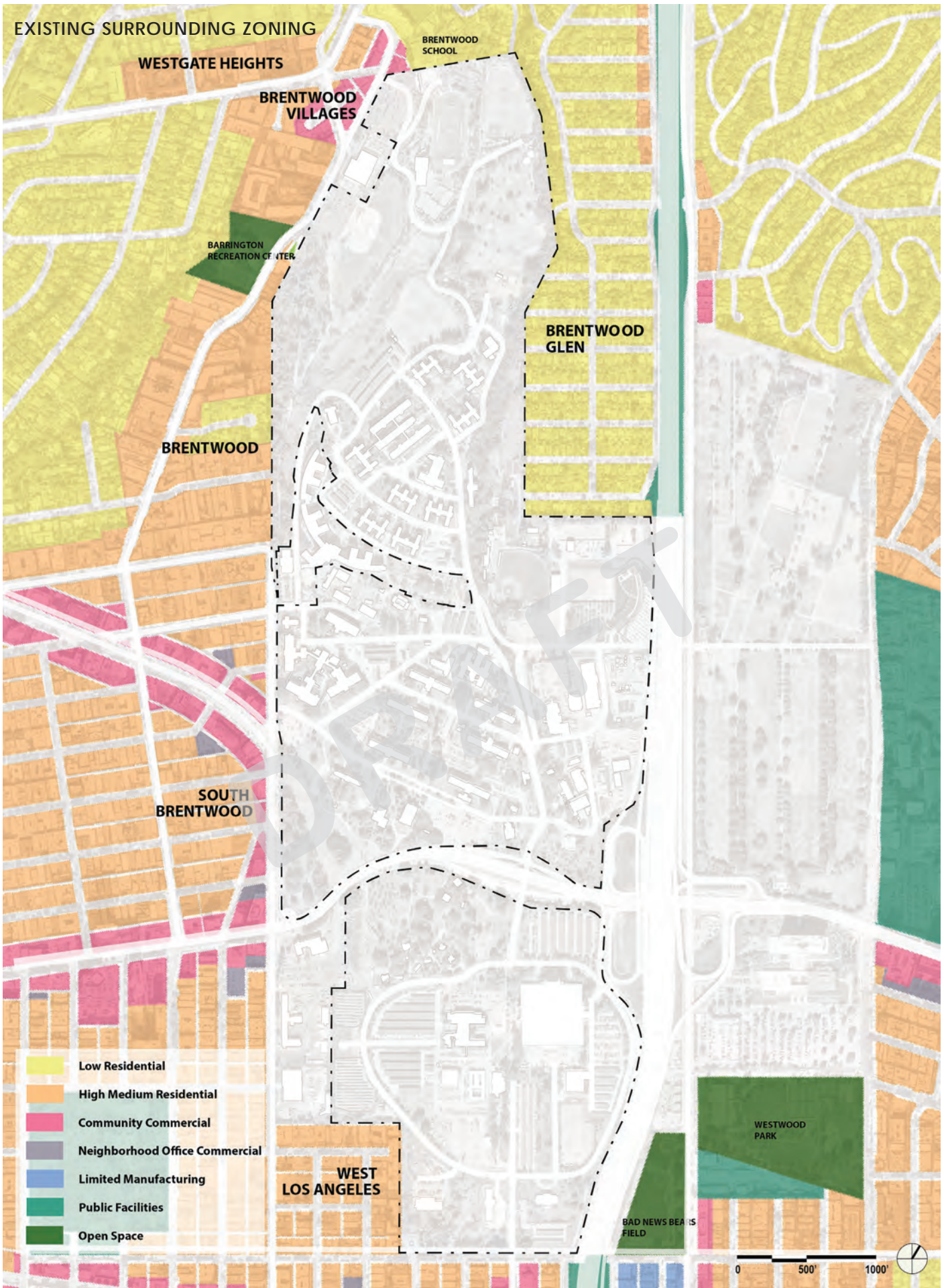
## SURROUNDING NEIGHBORHOODS & LAND USES

### ZONING AND USES ON THE WLA CAMPUS:

The North Campus is part of the WLA Campus for the GLA Healthcare System and is zoned as Institutional / Government Owned.

### NEIGHBORHOODS AND USES:

- The Los Angeles National Cemetery is to the east of the I-405 and is accessed via Constitution Avenue. It currently contains 85,000 casket burials of Veterans and their family members, from the Mexican War to the present. Within the WLA Campus, phase 1 of the Columbarium has been constructed just west of the 405 freeway and north of Constitution Avenue.
- The North Campus surrounding land use includes two multi-unit residential neighborhoods, with supporting commercial and retail buildings along the western and northern boundary.
- The northeast is bordered by single-family homes (Brentwood Glen). Brentwood Village, a small commercial district at Barrington and Sunset, has more than a dozen restaurants, and coffee shops.
- Western San Vicente Boulevard has two grocery stores and numerous other shops, restaurants and cafes within walking distance of the VA Campus.
- Sawtelle unincorporated, which is now owned partially by the federal government, state of California, and a private utility company, is under the zoning control of the Los Angeles County Board of Supervisors. This unincorporated area contains the Wilshire Federal Building, the Los Angeles National Cemetery for Veterans, the Wadsworth VA Hospital / GLA Medical Center, the site of a former major Veterans home, and many smaller federal office buildings.
- Sawtelle incorporated, which borders the southern Medical Campus south of Wilshire Boulevard, is a district of Los Angeles that began when the Pacific Land company purchased land just to the south of the Veterans Campus to develop a new town. Residential lots were sold based on their proximity to the “beautiful Soldier’s Home” to many Veterans and their families who were drawing services from the institution, which linked the Sawtelle community to the old Veterans home. The main street of Sawtelle Oregon Avenue, now called Santa Monica Boulevard, was served by a streetcar that connected the city to Los Angeles and had a branch that terminated on the WLA Campus.



# SITE ANALYSIS

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## SITE CONTEXT

This section discusses the Campus in relation to neighboring communities as well as its topographic and physical context. Opportunities are highlighted by the advantages that the urban location provides to the reintegration of Veterans and views / security benefits that the physical location allows. The constraints include the various barriers in and around the site, such as Wilshire Boulevard dividing the Campus, traffic from surrounding communities, and the high cost of living in West Los Angeles.

### OPPORTUNITIES

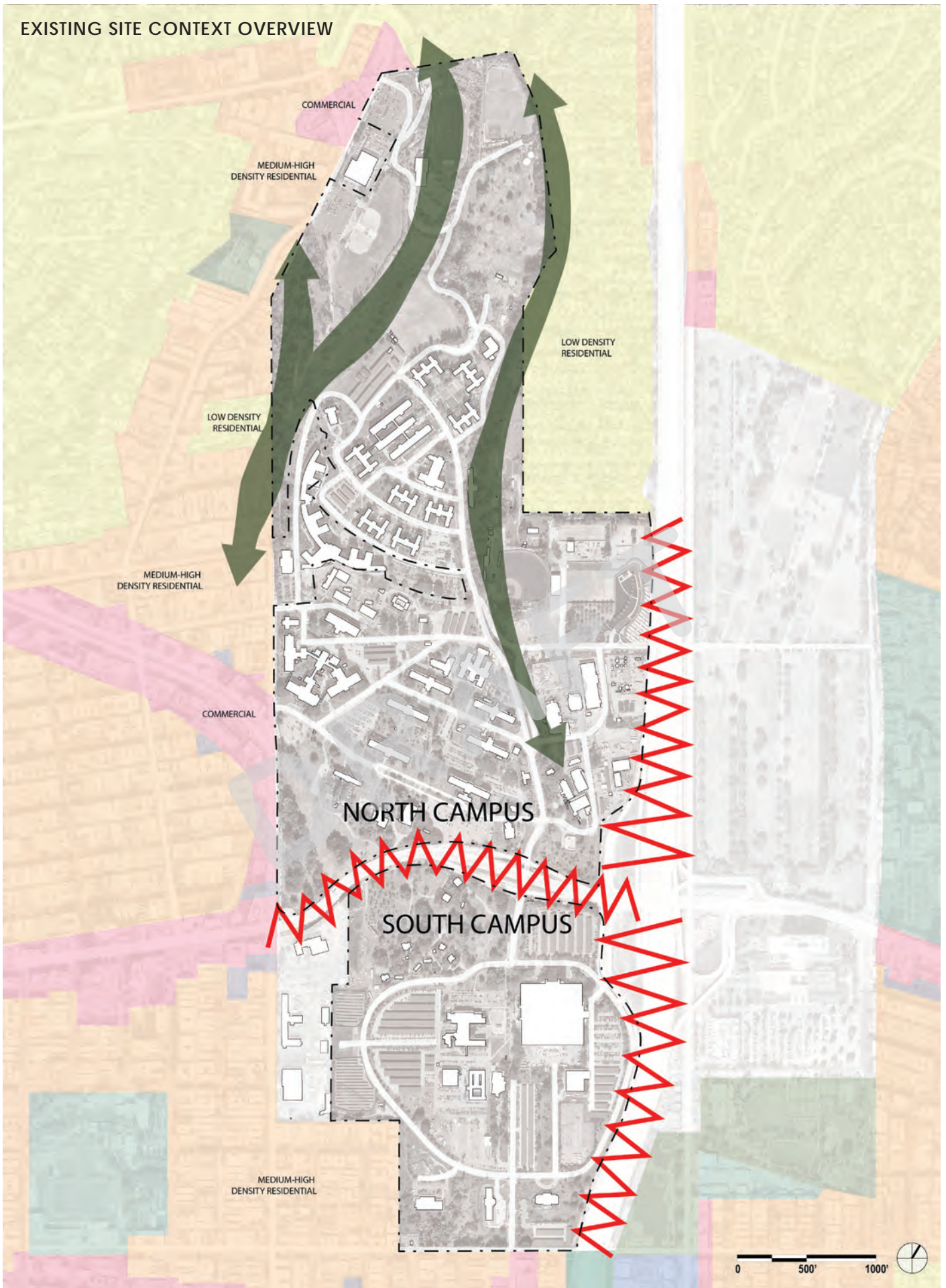
- Urban proximity to neighboring retail, educational opportunities, and work training provides a high level of opportunities for residents as they bridge and reintegrate into civilian life as well as make the Campus a good permanent home.
- The 2016 stakeholder engagement process demonstrated the desire from Veterans and the local community to integrate the Campus into the surrounding communities.
- Neighboring context is walkable - West Los Angeles is both very walkable and bikeable, with efficient transit access. Most errands can be accomplished on foot.
- The Brentwood Village frontage provides opportunities for public/vet interaction and reintegration at the neighborhood scale.
- The natural topography provides a security benefit by creating a separation of portions of Campus from surrounding areas.
- The gradual increase in elevation towards the north of Campus provides long views
- The natural topography can help define neighborhoods.
- While there is a notable elevation change from south to north, the overall site slope is relatively gentle, allowing much of the site to be developable.

### CONSTRAINTS

- Due to topography and limited access points, the Campus is isolated from the rest of Los Angeles.
- The 405 Freeway separates the Campus from Westwood and hinders walkability to and from the east.
- Wilshire Boulevard cuts through Campus creating both a physical and psychological divide between the North and South Campus.
- Los Angeles's "Westside" is known to have a high cost of living.
- Local and regional vehicular traffic may use Dewey Avenue and Eisenhower Avenue as cut-throughs to avoid the often heavily trafficked intersection of Wilshire Boulevard and San Vicente Boulevard.
- Steep bluffs and the arroyo create physical divides within the Campus.



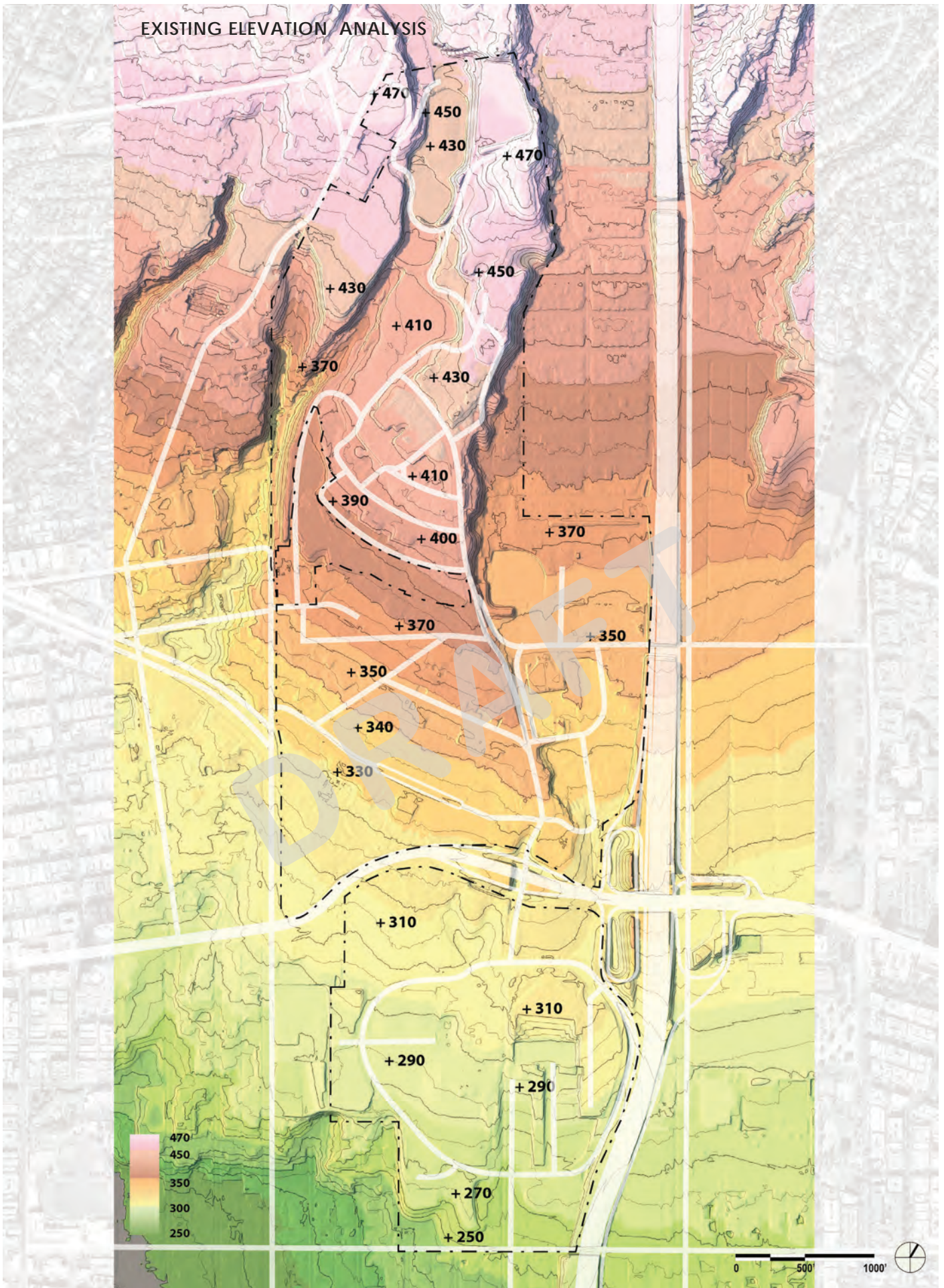
# EXISTING SITE CONTEXT OVERVIEW



EXISTING SLOPE ANALYSIS



# EXISTING ELEVATION ANALYSIS



**VIEWSHEDS INTO THE VA CAMPUS FROM SURROUNDING NEIGHBORHOODS**



Viewshed from Burnham street looking southwest into the North Campus.



Viewshed from Montana Avenue looking northeast into the North Campus.



Viewshed from Wilshire Boulevard looking east into the Historic Palms Grove.



Viewshed from Ohio Avenue looking north into the South Campus.



Viewshed from Woodburn Avenue looking South into the North Campus.



Viewshed from Albata Street looking into the east boundary of the Campus.

EXISTING VIEWSHEDS INTO THE SITE



## ACCESS & CIRCULATION

The broad topic of access and circulation evaluates the various mobility modes and facilities both on Campus in the surrounding area. Key opportunities include the enhanced regional connectivity provided by the under-construction subway, the potential for increased walking and cycling paths on Campus, and integration with existing public transportation networks. The constraints highlight the limited access points, strong east-west road connections but few north-south connections, and lack of existing pedestrian and bike facilities.

### OPPORTUNITIES

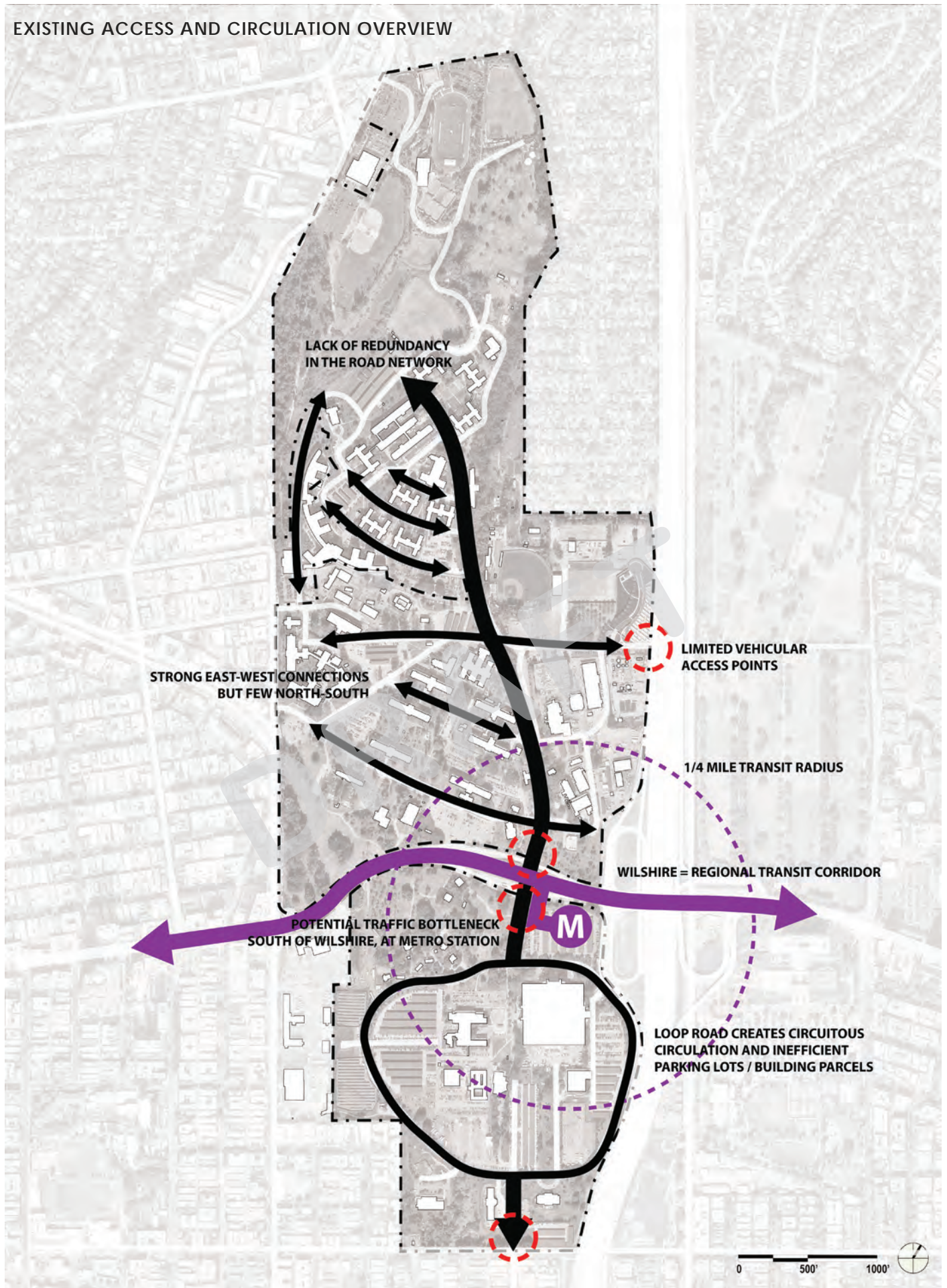
- The limited number of vehicular access points restricts cut through traffic and helps address security concerns.
- The existing roads on Campus have no clear plan or direction; however, the groundwork for former roads and road systems allow for flexibility in designing a new road system
- The new subway station will fundamentally improve access to and from the Campus. A shuttle system to link the Campus to the station will enhance accessibility for those who live on Campus and visit the Campus.
- The “Westside” has existing networks of public transportation including Santa Monica’s Big Blue Bus, one of the most inclusive and efficient networks in the region. The Campus has the opportunity to work with the existing transit systems that serve the Campus to establish productive and efficient transportation to and around the Campus, building off the new subway station and significant transit in the area, particularly along Wilshire Boulevard.
- The climate conditions permit for year round use of bicycle and pedestrian transportation.

- The park-like setting of the Campus lends itself to a network of active mobility paths, which supports the health and wellness of those on Campus.
- Building structured parking and adding curbside parking could free up former surface lots for other uses.

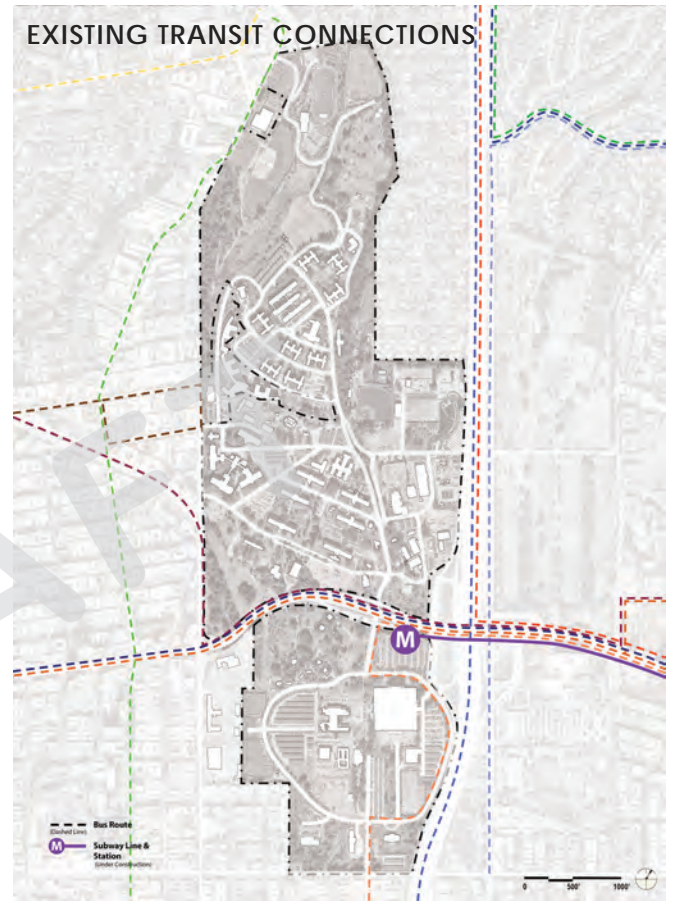
### CONSTRAINTS

- Limited vehicular access points could cause congestion at the entries as the on-site population grows.
- The road network has strong east-west connections but few north-south connections, which restricts redundancy, limits ways to traverse the site and creates a confusing circulation system.
- Vehicular circulation to west into Brentwood is not contemplated with the exception of emergency vehicular access.
- Primary roadways are not designed to be main thoroughfares for pedestrians, bicycles or shuttles.
- The current scattered and auto-dependent nature of the Campus does not support Veteran health, wellness, healing, and recovery.
- On-Campus wayfinding is complicated by a lack of a clear signage system and well-landscaped gateways, leading to confusion with navigation for visitors and Veterans alike.
- Metro riders from the surrounding area could utilize VA-dedicated parking without strict controls.
- The access to the subway station at Wilshire and Bonsall could create congestion at this primary entrance to the South Campus, presenting safety concerns for hospital users.
- The location of the subway station is difficult to access for those on the North Campus.

# EXISTING ACCESS AND CIRCULATION OVERVIEW



- Non-contiguous sidewalk infrastructure for movement can be hazardous and create circuitous routes for pedestrians.
- Current bike lanes do not yet connect through the Campus. Nor is there a Veteran-centric program to encourage bike share and cycling as a means to transverse the very long Campus. The lack of clear, on-Campus bike routes leads to potential confusion and conflicts.
- The large amount of paved parking areas contributes to an unpleasant walking experience and an emphasis on personal vehicles over other methods of transportation.
- Due to overabundance of surface parking substituting for secondary roadways, the Campus circulation system is not clear; Roads and parking should be secondary to pedestrian routes on Campus.
- The uneven distribution of parking creates parking congestion in some zones while other areas are unused.



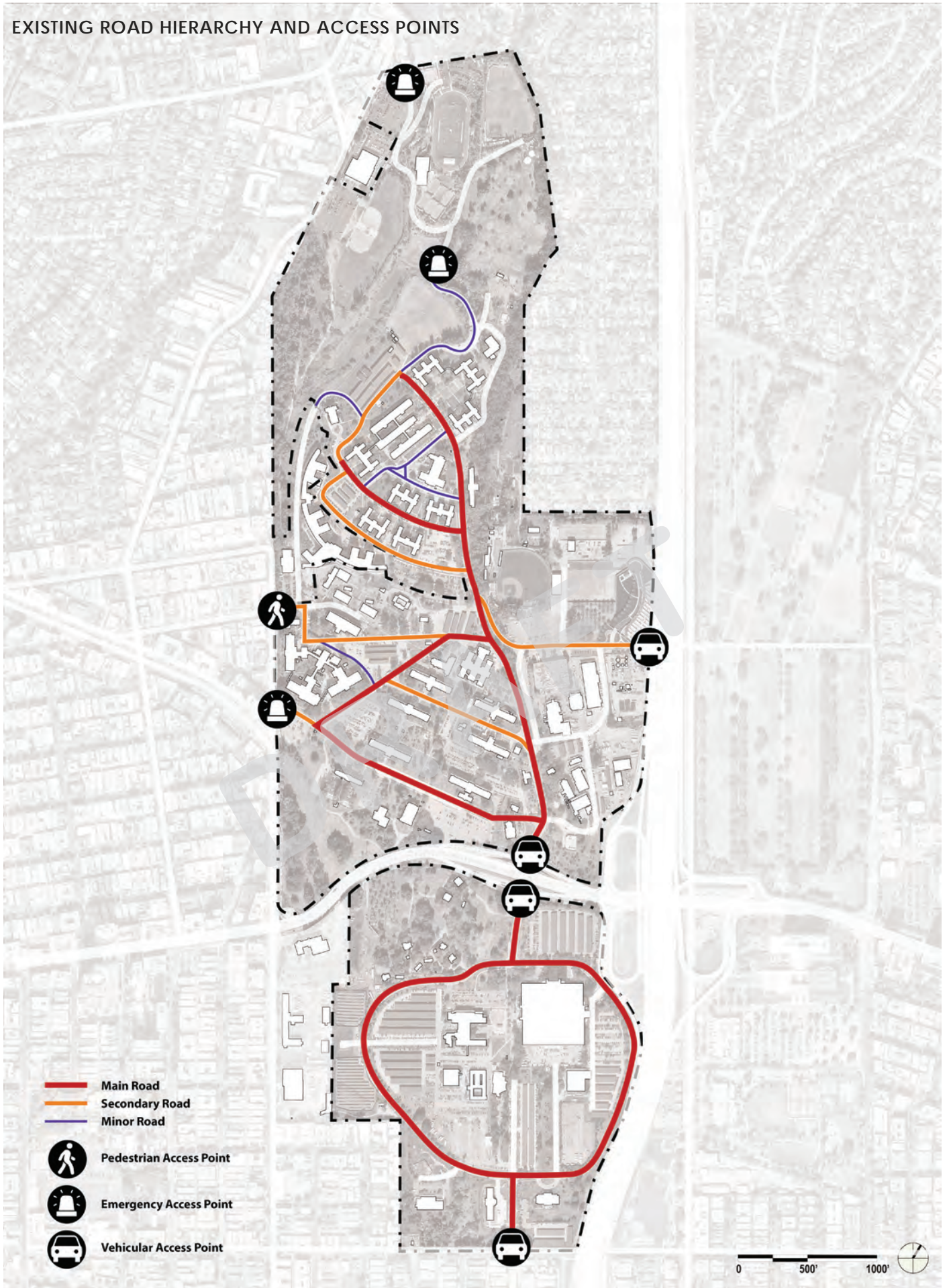
Bonsall Avenue



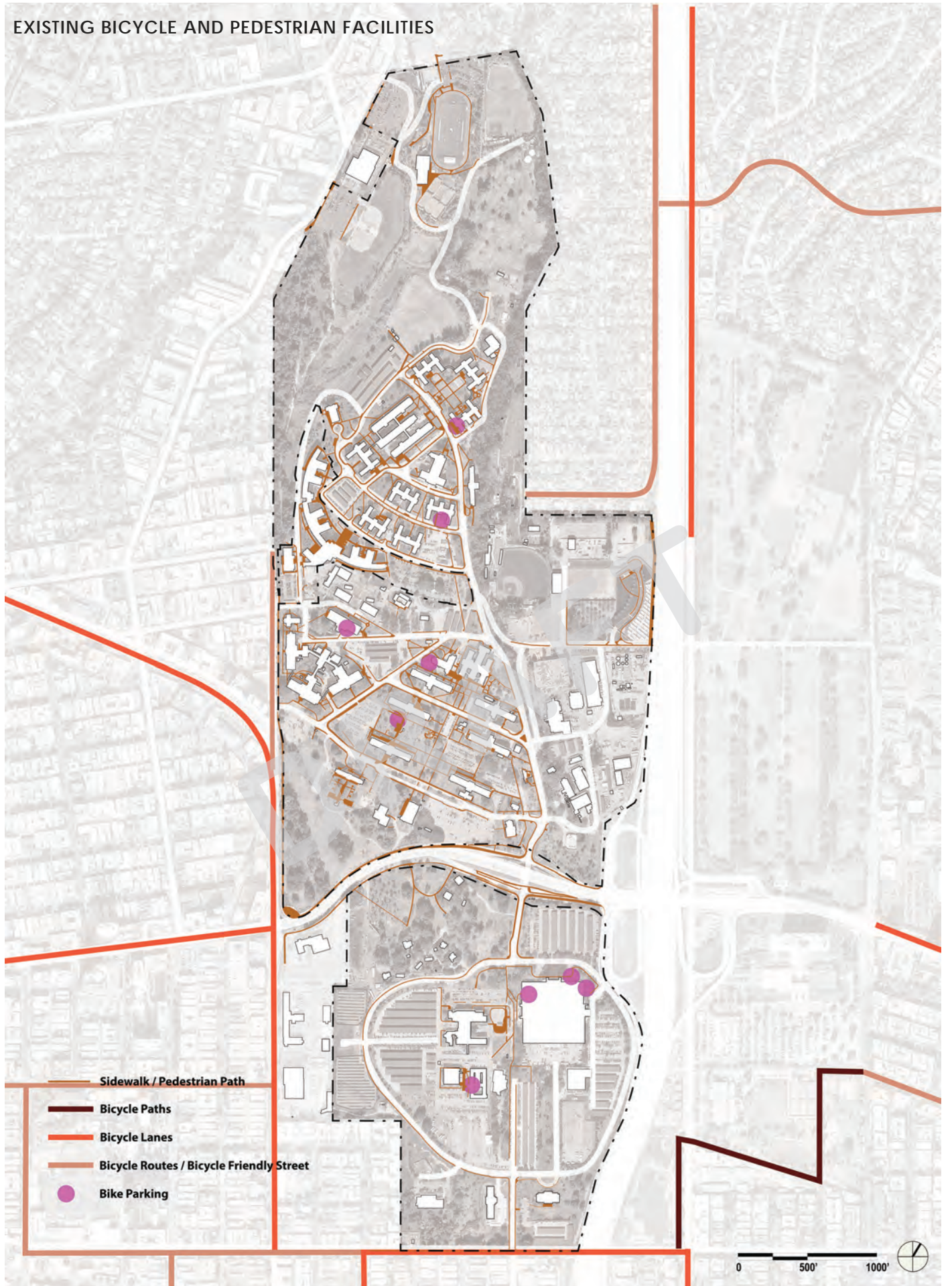
South Campus Entrance from Ohio Avenue



# EXISTING ROAD HIERARCHY AND ACCESS POINTS



# EXISTING BICYCLE AND PEDESTRIAN FACILITIES



# EXISTING PARKING LOTS



## OPEN SPACE & NATURAL ELEMENTS

The VA Campus has an abundance of open space but they are not uniformly high-quality nor have they been designed in a usable way. Some of these existing open spaces can be conserved and enhanced in a concentrated and meaningful way. The historic and protected trees should be preserved and used to establish landscape character while new native trees and vegetation can be planted to reduce water usage.

### OPPORTUNITIES

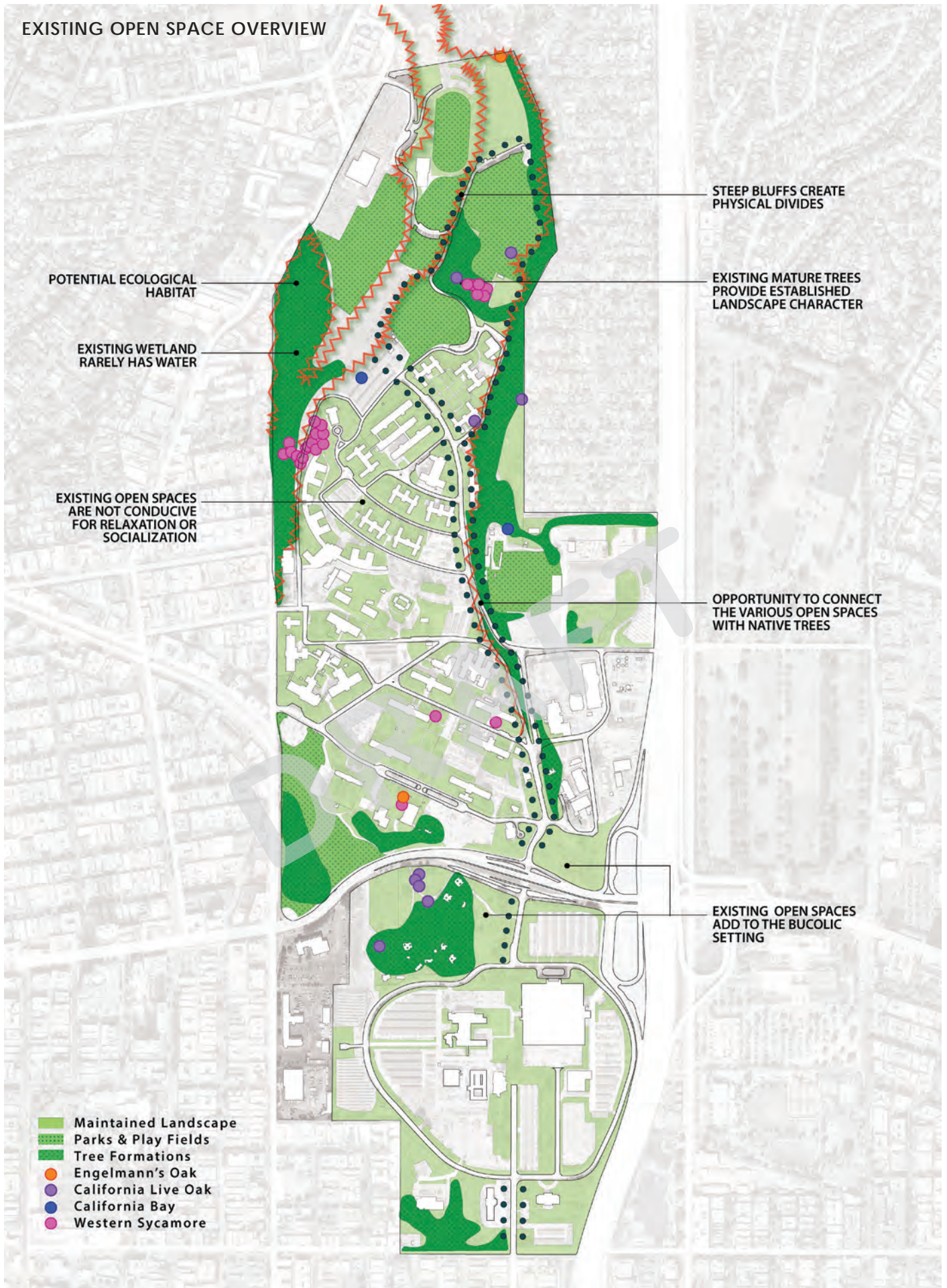
- The existing site offers enough land for both new development and enhancement of open spaces for the Veteran benefit.
- The Arroyo on the east and west of the site provide a park like setting for the Campus.
- This belt of open space acts as a permeable barrier and symbol of the Campus insulating the residential areas while providing respite from urbanization.
- Although the WLA Campus does not contain wildlife corridors to support the movement or migration of wildlife other than birds or insects, these natural areas can be developed as potential ecological habitats.
- There are a number of active recreation facilities already built on Campus, primed for Veteran use.
- The climate conditions permit for year round use of outdoor space.
- The existing open spaces like the South Campus Lawn, veteran park, knolls east of building 20 all add to the historic “bucolic setting” of the WLA VA while also creating a buffer along the busy Wilshire Boulevard.
- The Campus has a number of unique, historic and protected trees include Moreton Bay Fig trees, Cape fig, Canary Island date palms, California Live Oak and mature groves of Eucalyptus providing established stable landscape character.
- There is an opportunity to use native trees and vegeta-

tion for new landscaping to minimize water and other maintenance requirements and thus reduce the quantity of invasive species on the WLA Campus.

### CONSTRAINTS

- Landscape is a contributing element to the historic district.
- Though the Campus has an abundance of open space, it has not been designed in a way that is usable as space for relaxation, socialization or recreation.
- There is a lack of shape within several of the existing open spaces.
- Lack of high-quality and well-designed outdoor spaces. Areas surrounding residential buildings do not take advantage of the opportunities for outdoor living spaces.
- Few neighborhood-scaled open spaces.
- There is a general lack of separation between pedestrian and vehicular zones.
- Outdoor areas are not linked to sidewalks and the rest of the Campus-wide pedestrian circulation system.
- Steep bluffs and the arroyo create physical divides within the Campus.
- A variety of trees, primarily non-native species, occur throughout the Campus. About 88 of these are considered mature trees.
- The non-native blue gum eucalyptus accounts for 37 percent of the trees on the WLA Campus and is highly susceptible to fire during dry seasons.
- The California Live Oaks are protected and may not be damaged, destroyed, relocated or encroached upon without a permit. Other trees like some of the palms may require temporary relocation during construction activities, which will add to the overall cost of the project.
- A half-acre area within the western arroyo is an assumed wetland; however, water is rarely present in this area.

# EXISTING OPEN SPACE OVERVIEW



POTENTIAL ECOLOGICAL HABITAT

EXISTING WETLAND RARELY HAS WATER

EXISTING OPEN SPACES ARE NOT CONDUCTIVE FOR RELAXATION OR SOCIALIZATION

STEEP BLUFFS CREATE PHYSICAL DIVIDES

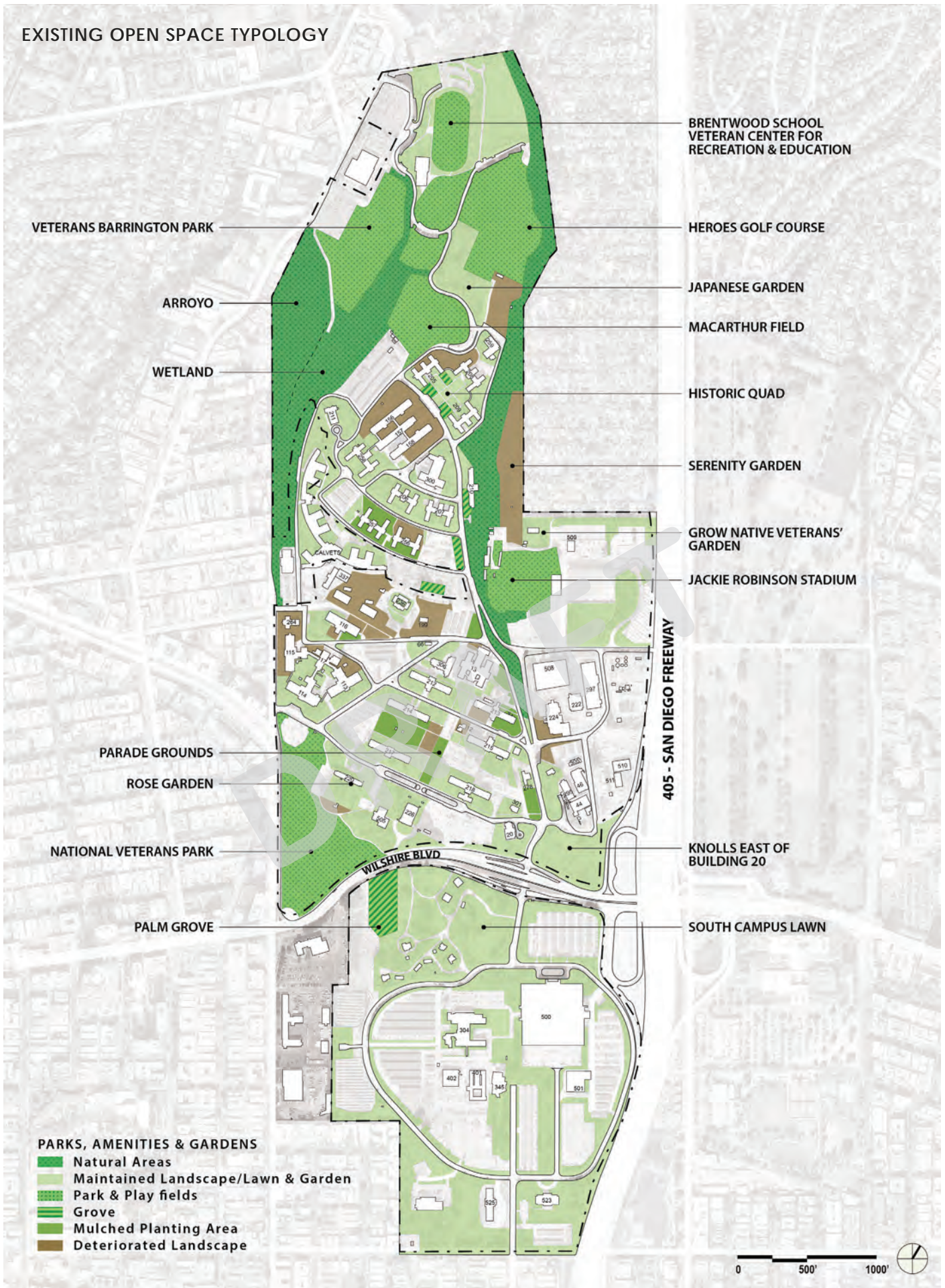
EXISTING MATURE TREES PROVIDE ESTABLISHED LANDSCAPE CHARACTER

OPPORTUNITY TO CONNECT THE VARIOUS OPEN SPACES WITH NATIVE TREES

EXISTING OPEN SPACES ADD TO THE BUCOLIC SETTING

- Maintained Landscape
- Parks & Play Fields
- Tree Formations
- Engelmann's Oak
- California Live Oak
- California Bay
- Western Sycamore

EXISTING OPEN SPACE TYPOLOGY



VETERANS BARRINGTON PARK

ARROYO

WETLAND

PARADE GROUNDS

ROSE GARDEN

NATIONAL VETERANS PARK

PALM GROVE

BRENTWOOD SCHOOL  
VETERAN CENTER FOR  
RECREATION & EDUCATION

HEROES GOLF COURSE

JAPANESE GARDEN

MACARTHUR FIELD

HISTORIC QUAD

SERENITY GARDEN

GROW NATIVE VETERANS'  
GARDEN

JACKIE ROBINSON STADIUM

405 - SAN DIEGO FREEWAY

KNOLLS EAST OF  
BUILDING 20

SOUTH CAMPUS LAWN

- PARKS, AMENITIES & GARDENS**
- Natural Areas
  - Maintained Landscape/Lawn & Garden
  - Park & Play fields
  - Grove
  - Mulched Planting Area
  - Deteriorated Landscape





National Veterans Park



Fig tree near building 113 & 114



Veterans garden



Japanese garden



Historic palm grove



Japanese garden

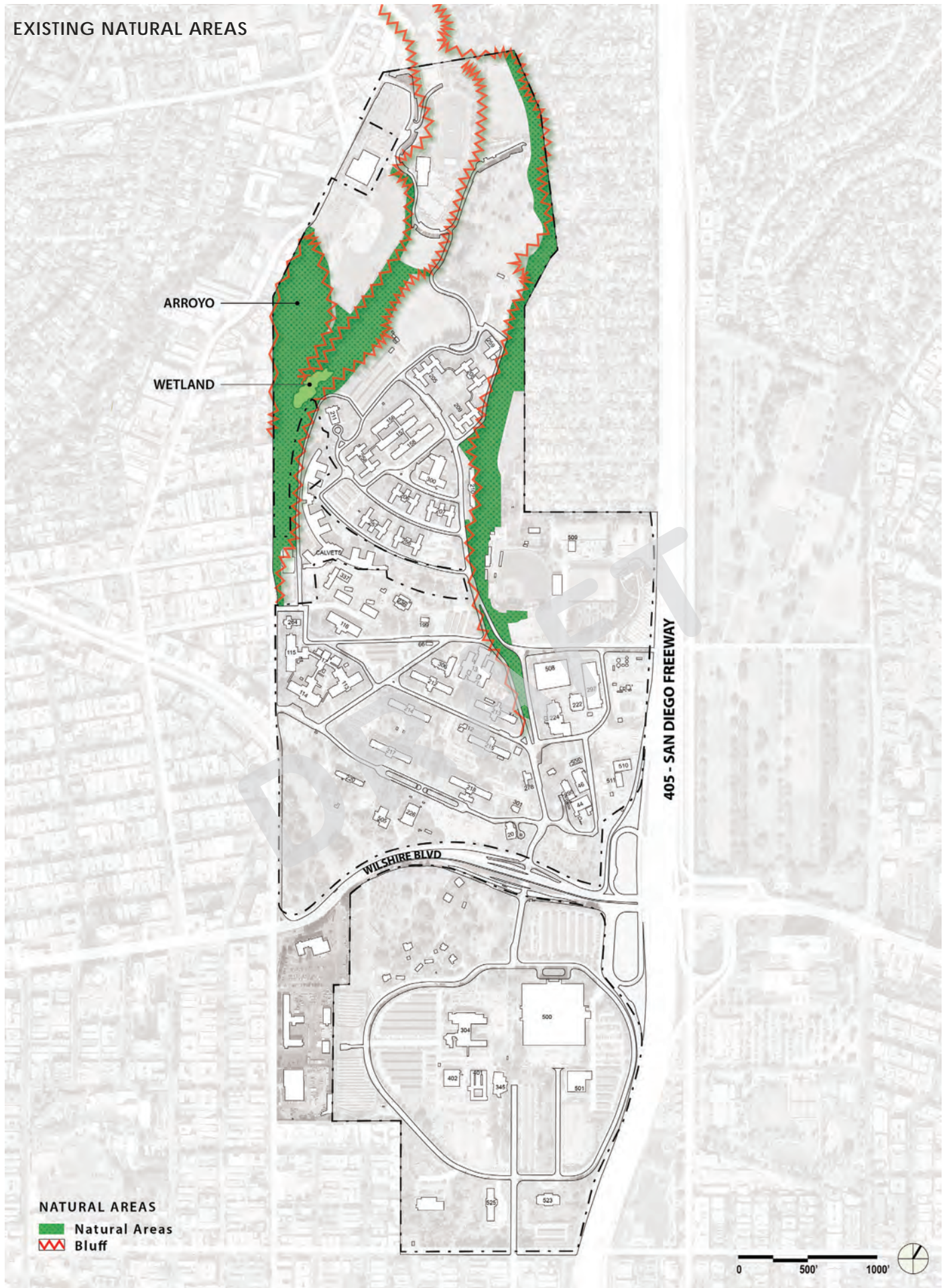


Historic corridor between B256 & B300



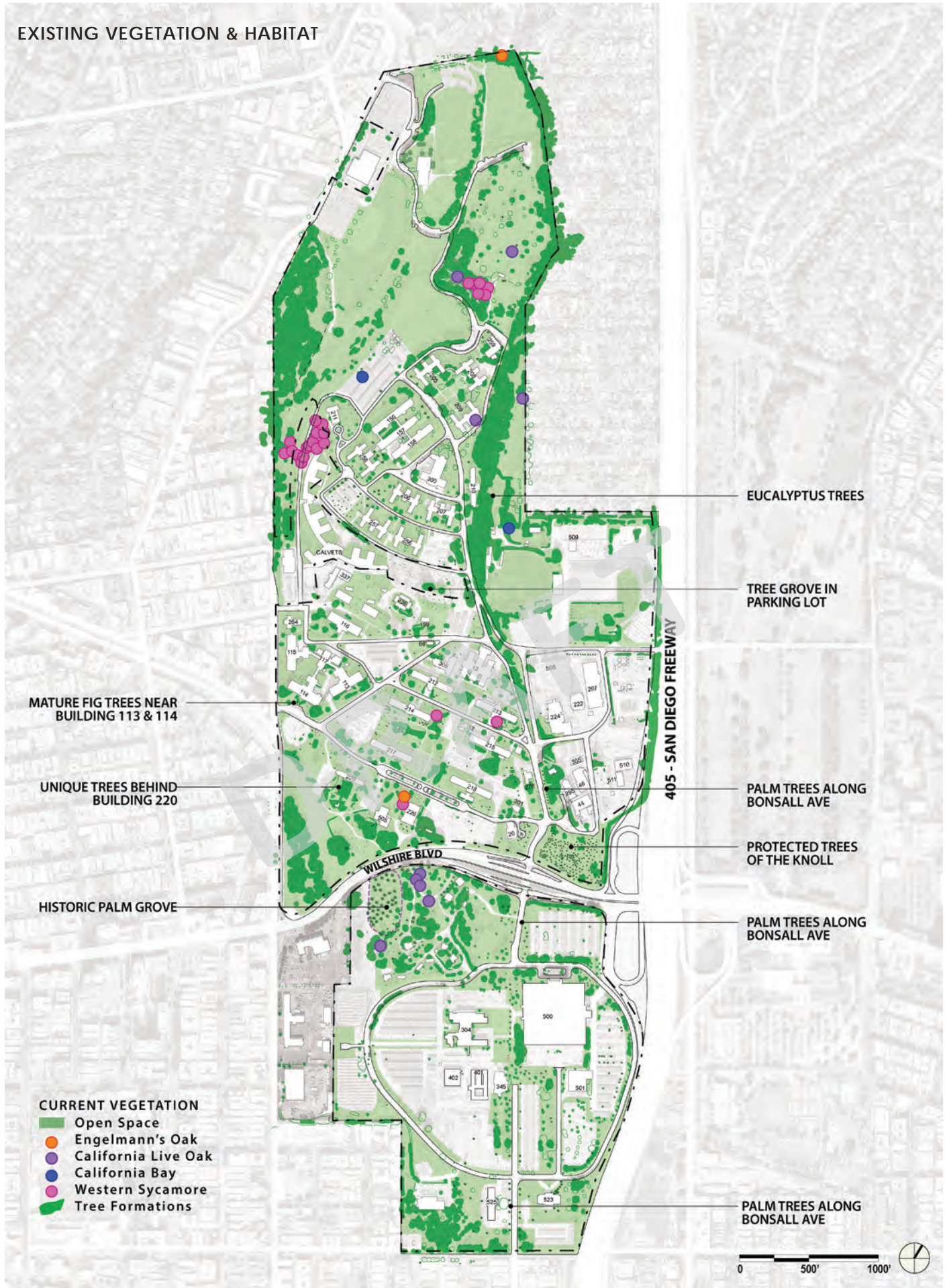
Heros golf course

# EXISTING NATURAL AREAS





EXISTING VEGETATION & HABITAT



## EXISTING BUILDING USES

The North Campus has a wide range of facility types including administrative offices, mental health facilities, residential lodging (with and without mental services), community living centers, support and logistics, research facilities, and some shared spaces. Most of the structures on the North Campus are more than 60-years old and are in poor condition.

Current programmatic uses have been identified and categorized into eleven varying facility types that are presently distributed throughout the Campus as a whole. While some buildings may be primarily dominated by a singular facility type, the majority of the existing occupied building inventory is comprised of multiple types. For ease of understanding, buildings are currently identified by their dominant facility type.

Aside from the Governor's Mansion, the South Campus is the more modern area of the Campus. There, the Main Hospital is less than 60 years old and surrounding buildings are even younger in age. Still, the medical center is in fair condition and requires seismic correction. Some of the mental health facilities on the South Campus are in good condition. There are two buildings that are noted for lodging on the South Campus that are also in good condition. The Ambulatory building, although aged, is in moderate condition.



Building 20, Wadsworth Chapel



Building 157, Vacant

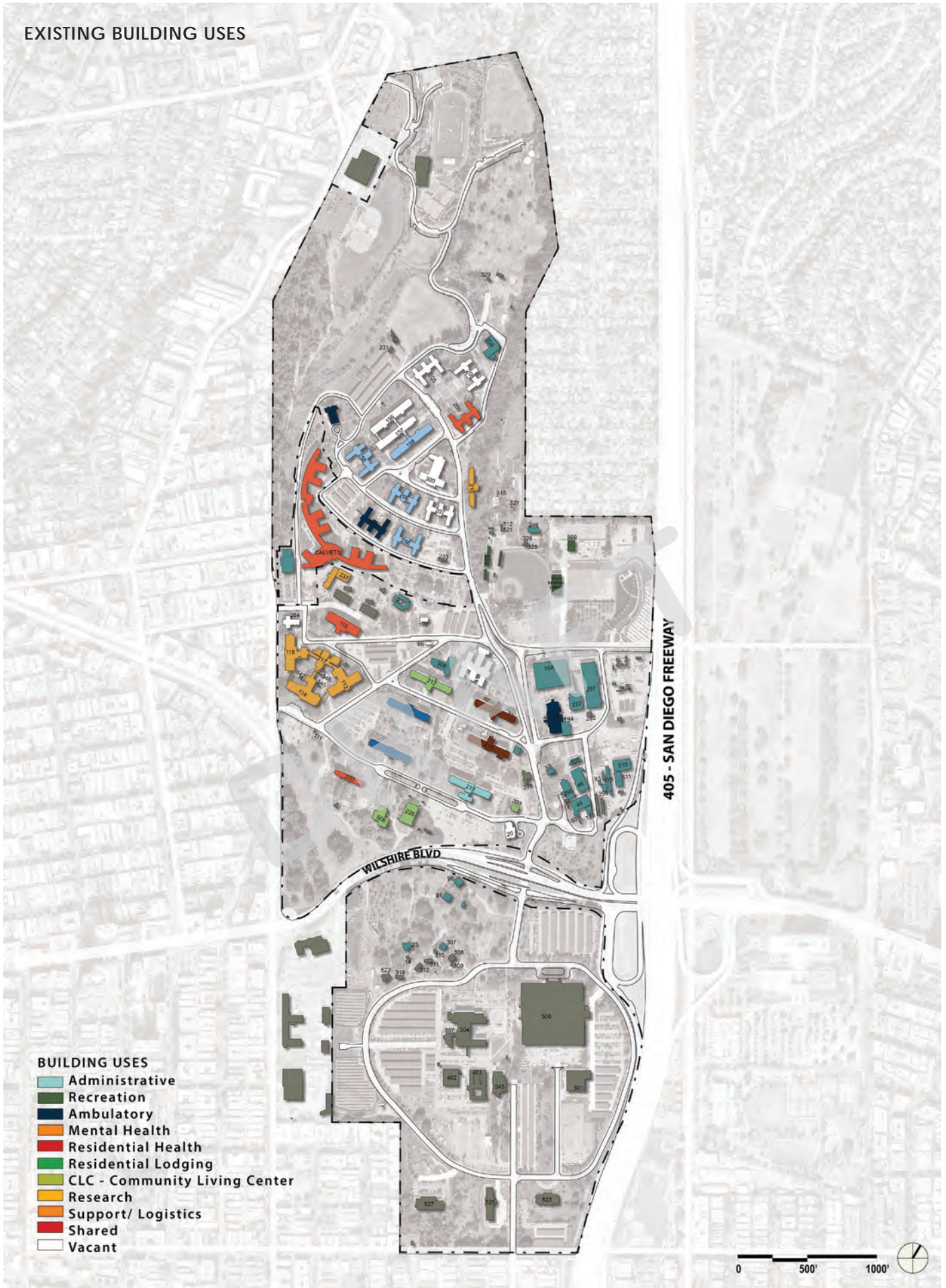


Building 158, Flex Space

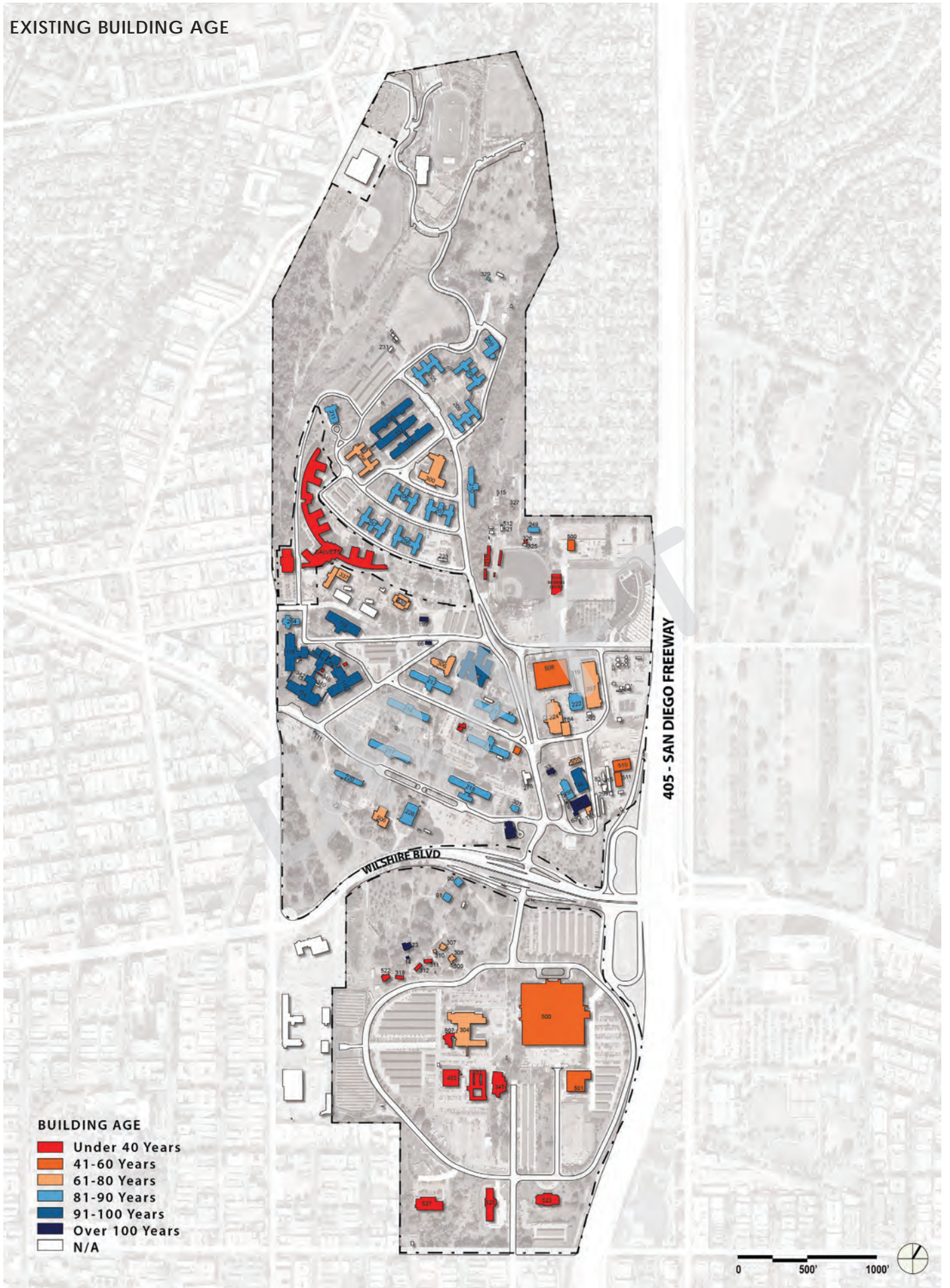


Building 115, Research Building

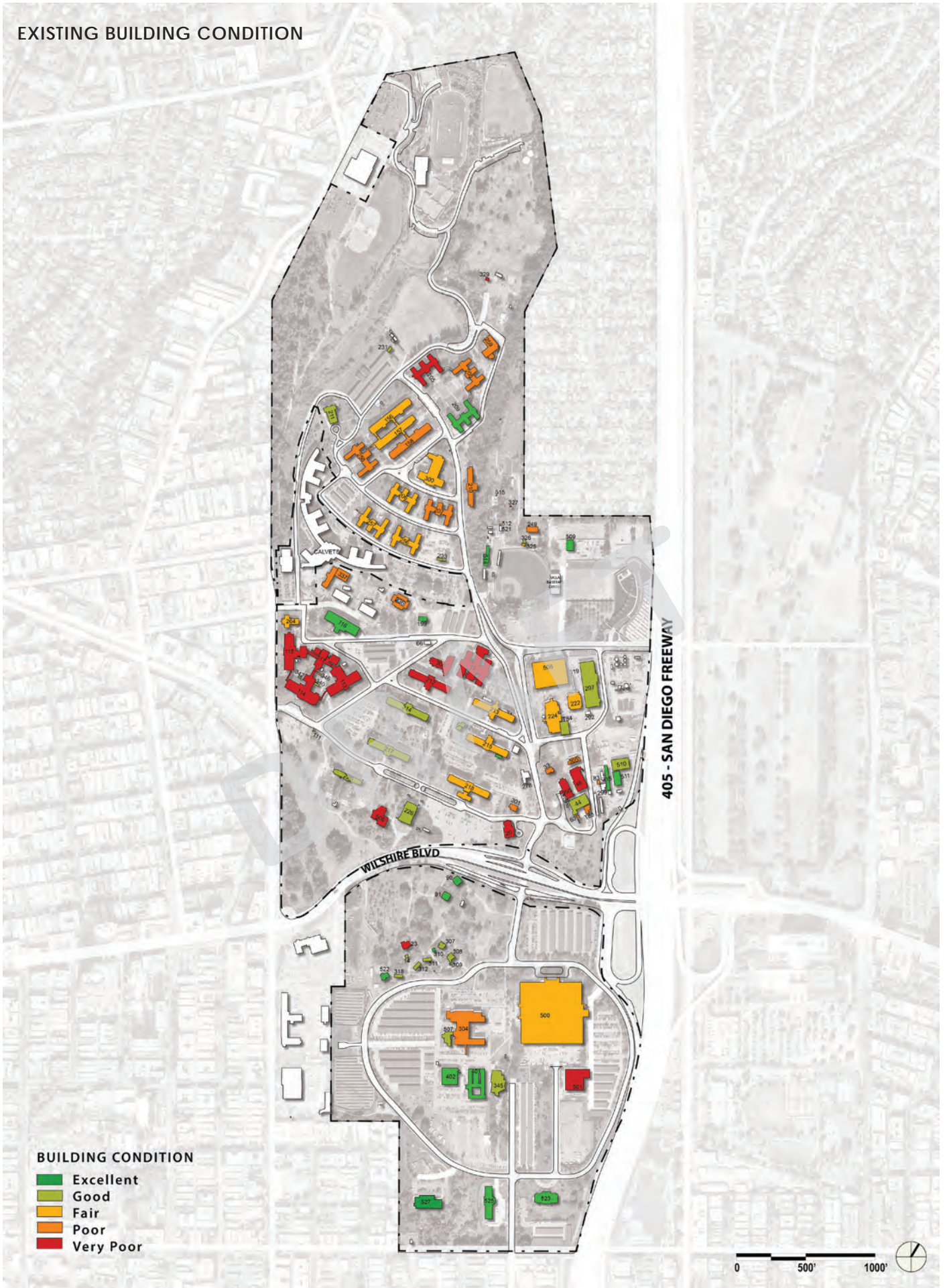
EXISTING BUILDING USES



# EXISTING BUILDING AGE



# EXISTING BUILDING CONDITION



## HISTORICAL CONTEXT

The WLA Campus houses two buildings in the National Register of Historic Places and a National Register Historic District (NRHD). The existing low density, limits potential rehabilitation of the buildings and historic open spaces pose a unique challenge for the development of the Campus. Any new development on Campus requires careful integration to maintain the historic integrity of existing contributing buildings so as not to adversely affect the integrity of the WLA VA National Register Historic District. In fact, this historic setting could be used as a basis to build a distinct character especially for the North Campus. This can enhance Veteran pride of ownership, anchor the Campus in its prominent place in VA history, and bridge the needs of Veterans and the community at large.

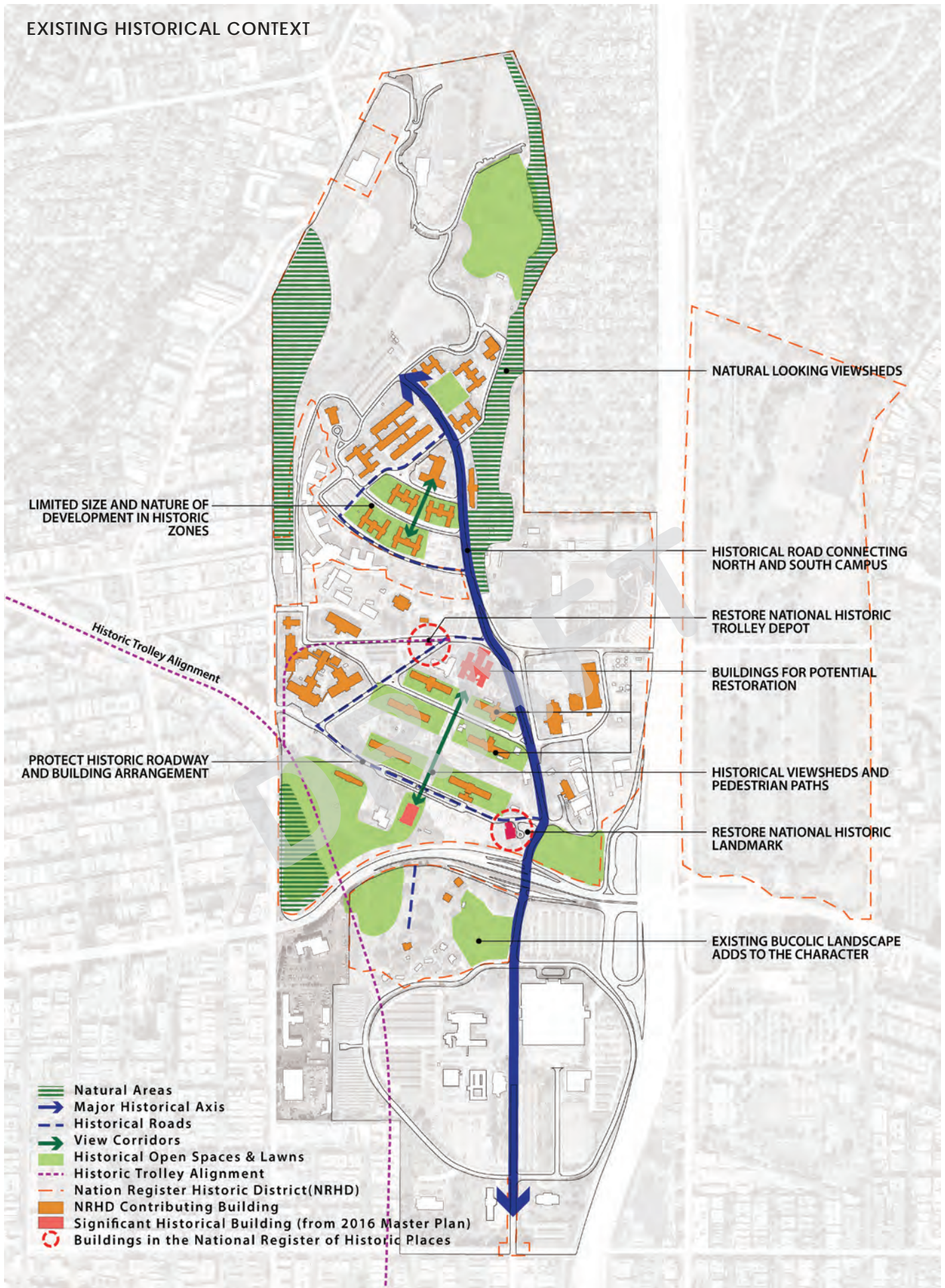
### OPPORTUNITIES

- The historic setting helps build a distinct character for the North Campus.
  - The significant historic buildings on the WLA Campus can serve as unique symbols and orienting markers within the Campus.
  - Following restoration, the structures can be used to elaborate upon Campus history.
  - Opportunity exists to preserve the site's historic structures and use them as building blocks for a new community. This can enhance Veteran pride of ownership, anchor the Campus in its prominent place in VA history, and bridge the needs of Veterans and the community at large.
  - The triangular configuration of the roadways and the resulting arrangements of the buildings contained therein are character-defining features and unique to WLA among Second Generation Campuses.
  - Viewsheds from the surrounding neighborhoods into the South Campus are generally open, with the six-story VA main hospital (Building 500) clearly visible from multiple angles.
- Along the North Campus, overgrowth brush, pine, palm, and eucalyptus trees block views into the Campus creating a number of natural-looking viewsheds from multiple vantage points in the adjacent neighborhoods.

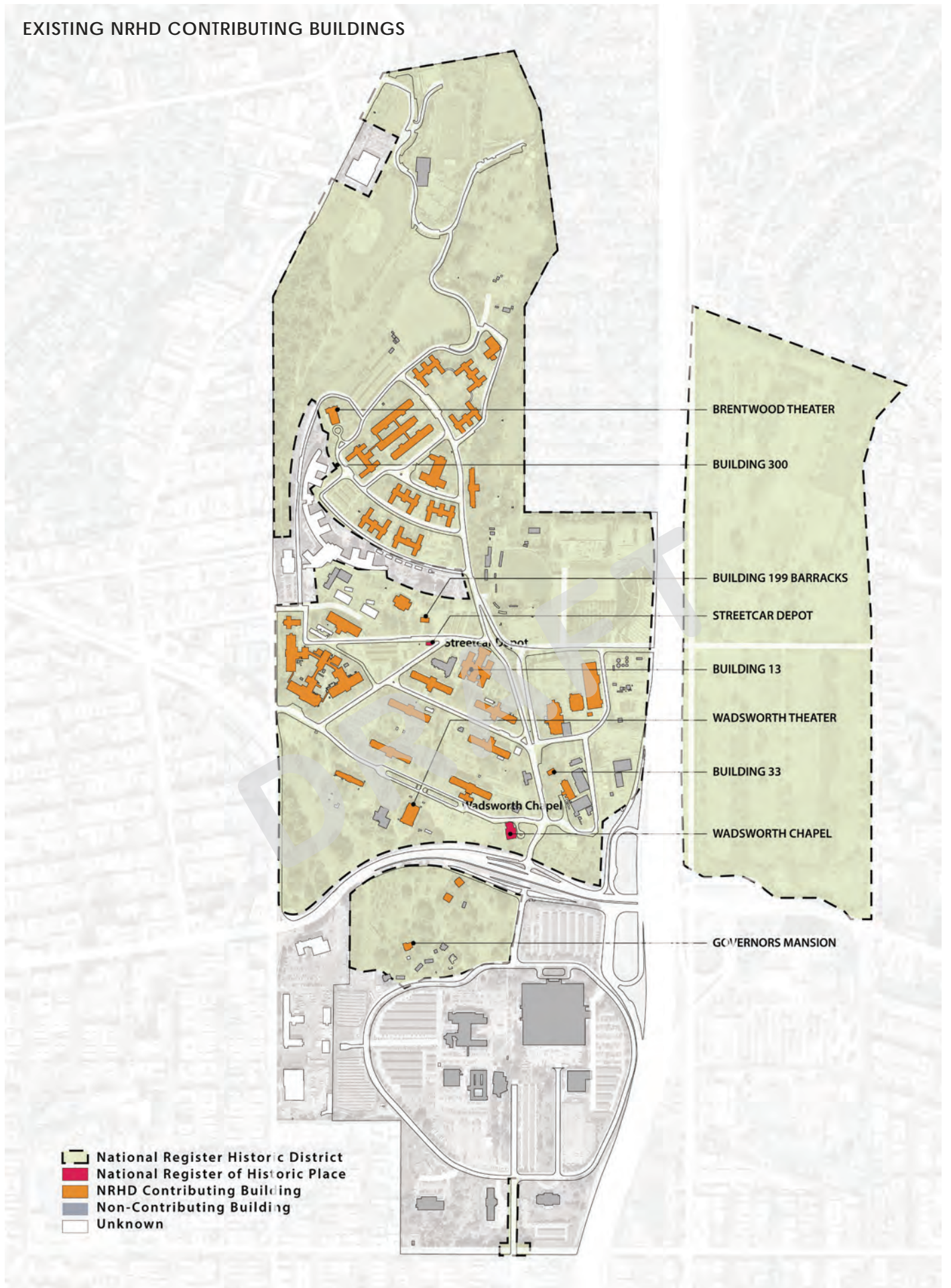
### CONSTRAINTS

- The Campus has a very low density of buildings.
- The number of existing historical buildings, streets and landscape element on site, limits the nature and size of any new development on the Campus.
- Cost of restoration / renovation of the historic structures could be more expensive than new construction.
- Along with the exterior historic characteristics of the buildings, the VA GLAHS Wesy Los Angeles Campus Historic Resources Plan (CHRP) has also identified important characteristics of the interior spaces. This would potentially limit the modification and reuse of the interior space for certain functions.
- The fan shaped arrangements of the buildings limits the construction of new facilities in these areas to the established configuration.
- Any new development on the site can potentially affect the historic integrity of existing contributing buildings/ elements which may in turn adversely affect the integrity of the WLA VA National Register Historic District.
- New buildings/ developments will have to be carefully sited and planned to be in harmony with the surrounding historical character of its context.
- Certain landscape features like viewsheds, pedestrian paths and open spaces of the WLA Campus also have been listed in the National Register of Historic Places as contributing resources to the WLA VA National Register Historic District.
- WLA Campus has potential to yield archaeological materials, the impacts of which may not be evident until construction.

# EXISTING HISTORICAL CONTEXT

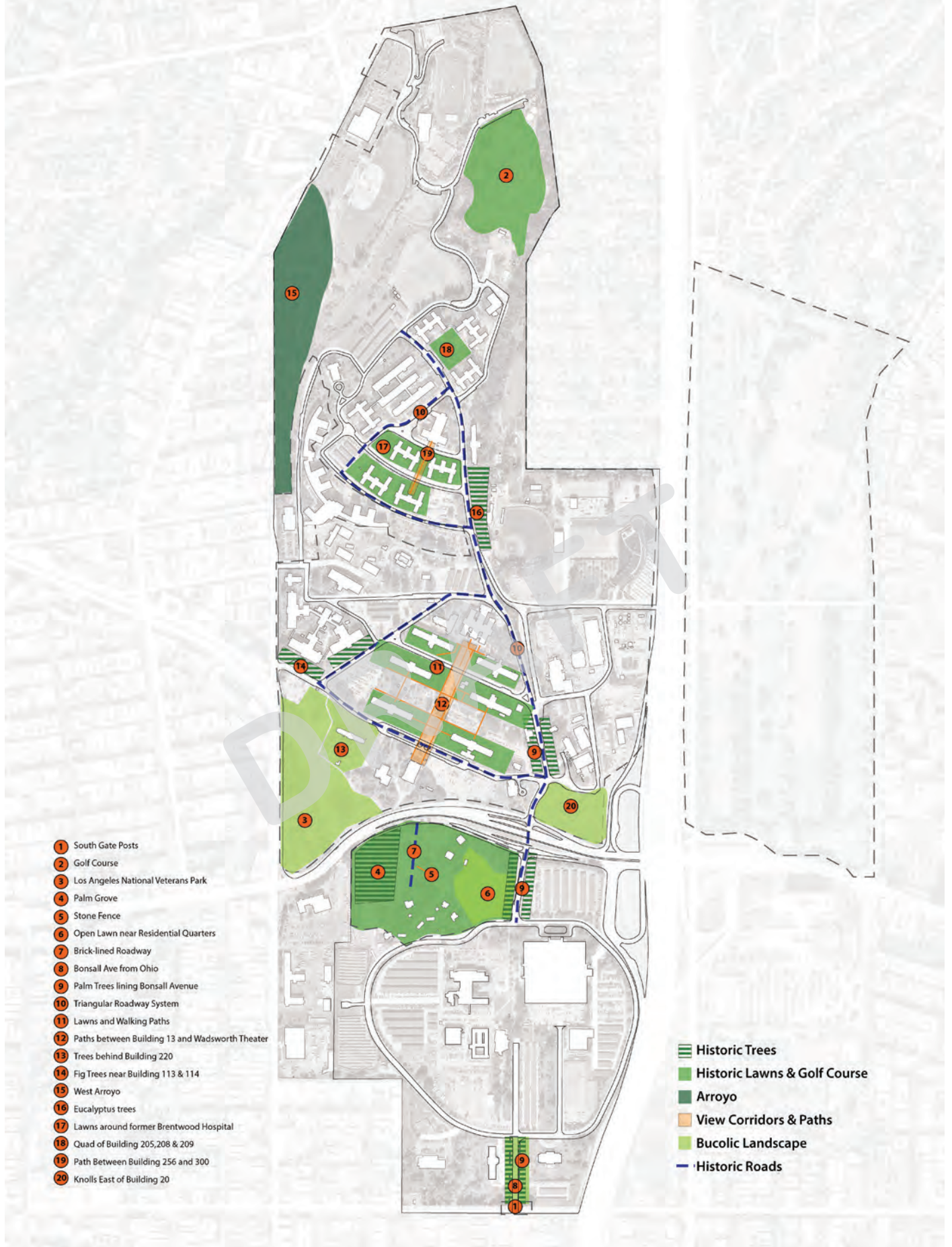


# EXISTING NRHD CONTRIBUTING BUILDINGS





# EXISTING NRHD CONTRIBUTING LANDSCAPES & SPATIAL RELATIONSHIPS



## LEASES & AGREEMENTS

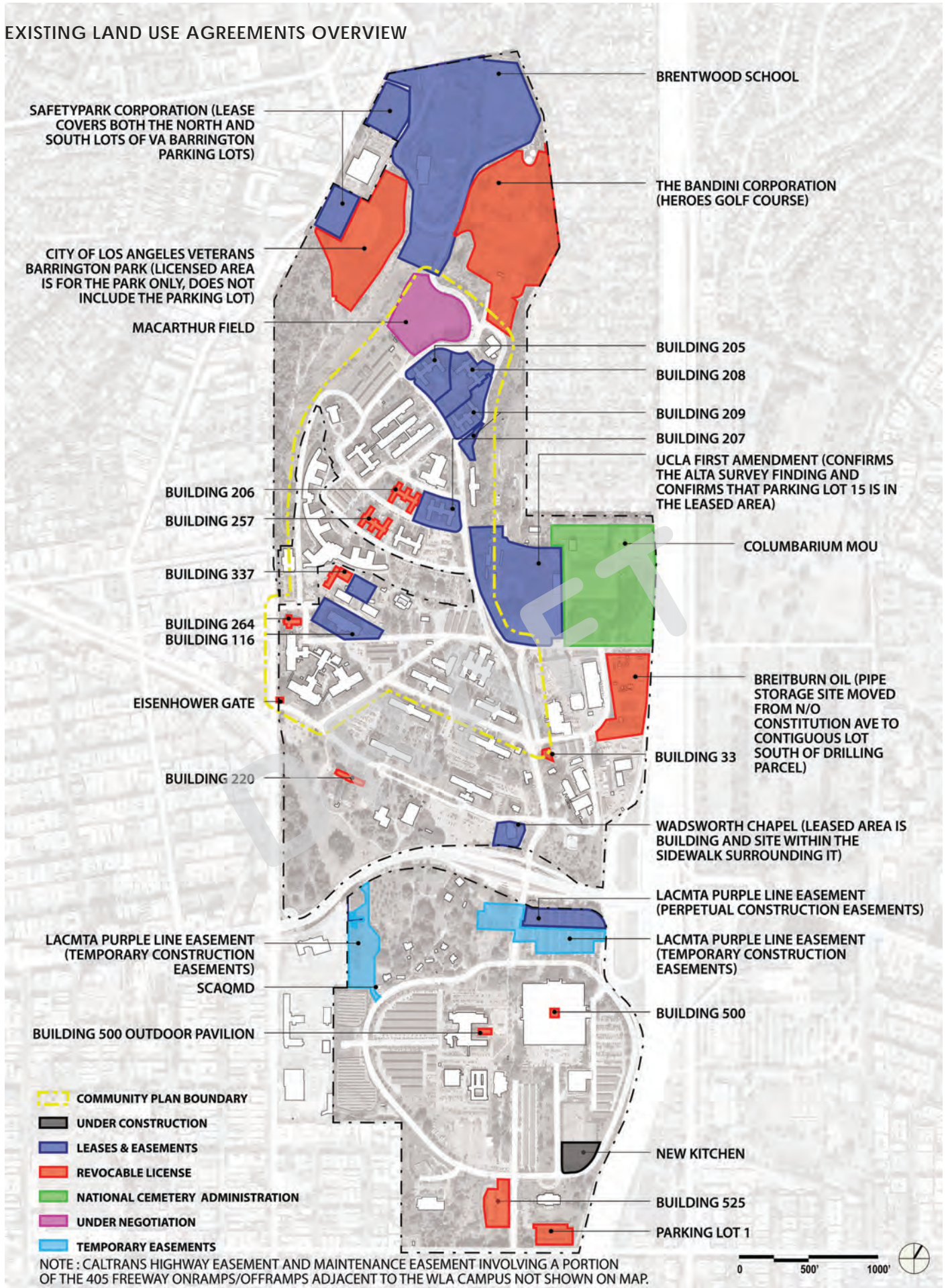
Since the 2016 Draft Master Plan, various leases and land use agreements have been cancelled, renegotiated and newly initiated<sup>1</sup>. Each agreement has direct benefits for Veterans either through the services and amenities being provided, and in some cases, in-kind benefits stipulated in the lease. These agreements each present their own opportunities to benefit Veterans, while also constraining the future use of that land. This constraint is not to be viewed as a negative, but rather something that needs to be integrated into the overall plan for the site. Also shown on the adjacent map are the under construction kitchen and generalized boundary of the Draft Community Plan area.

### EXISTING LEASES & AGREEMENTS

- AyZar Outreach (Grand Lawn)
- 1887 Fund (Building 33)
- AM Vets Department of California Services Foundation (Building 264)
- The Bandini Foundation (Heroes Golf Course)
- Brentwood School
- Building 205 Holdings (Building 205)
- Building 208 Holdings (Building 208)
- CalTrans (State of California Department of Transportation)
- Carlos Lopez & Associates (Building 337)
- City of Los Angeles
- Community Partners (Parking Lot No. 1)
- County of Los Angeles (Eisenhower Gate)
- LACMTA Purple Line Transit Facilities Easement
- New Directions (Building 116)
- Regents of the University of California - UCLA (Jackie Robinson Stadium, Building 206, Building 220)
- Safety Park Corporation
- South Coast Air Quality Management District
- Southern California Edison
- Southern California Edison
- The Salvation Army (Building 257, Room 134)
- VA Building 207 LP (Building 207)
- VA Desert Pacific Credit Union (Building 500)
- Veterans Housing Partnership (Building 209)
- Village for Vets (Parking Lot)
- Volunteers of America Los Angeles (Building 257, Room 127)
- Volunteers of America Los Angeles (Building 257, Portion of Room 227)
- Wadsworth Chapel Heritage Partners (Building 20)
- WG Holdings SPV, LLC (successor to Breitburn Operating LP, Maverick Natural Resources) / DAV-CA

1. For a summary of the lease agreements, please refer to the Appendix - A. Land Use Summary. Detail information is also available at <https://westladraftmaster-plan.org/documentation/draft-master-plan>

# EXISTING LAND USE AGREEMENTS OVERVIEW



## ENVIRONMENTAL CONSTRAINTS

Some of the prominent geological hazards that could possibly affect the WLA Campus include earthquakes, seismic activity, liquefaction, and landslides. Each of these would require mitigation measures. Sites with existing oil wells and underground storage tanks would also require significant cleanup and mitigation before any new construction. There is an opportunity at the WLA VA Campus to combat climate change by introducing green initiatives like energy efficiency, clean energy, reducing urban heat island effect, and xeriscaping etc.

### OPPORTUNITIES

- The existing landscape creates a comfortable environment within the WLA Campus.
- Parks act as heat sinks through transpiration and as wind modifiers that can filter out the dust, reducing pollution.
- Opportunities for xeriscaping should be considered in order to limit the amount of water used for landscaping. This includes planting in courtyards and roof terraces.
- The urban heat island effect of surface parking can be reduced through removal of asphalt parking lots, shade trees and high albedo (reflectivity) paving materials.
- The construction of the purple line extension may show a net reduction in cumulative GHG emissions.
- Any potential adverse impacts to the site hydrology could be avoided or minimized through implementation of best practices and stormwater management.

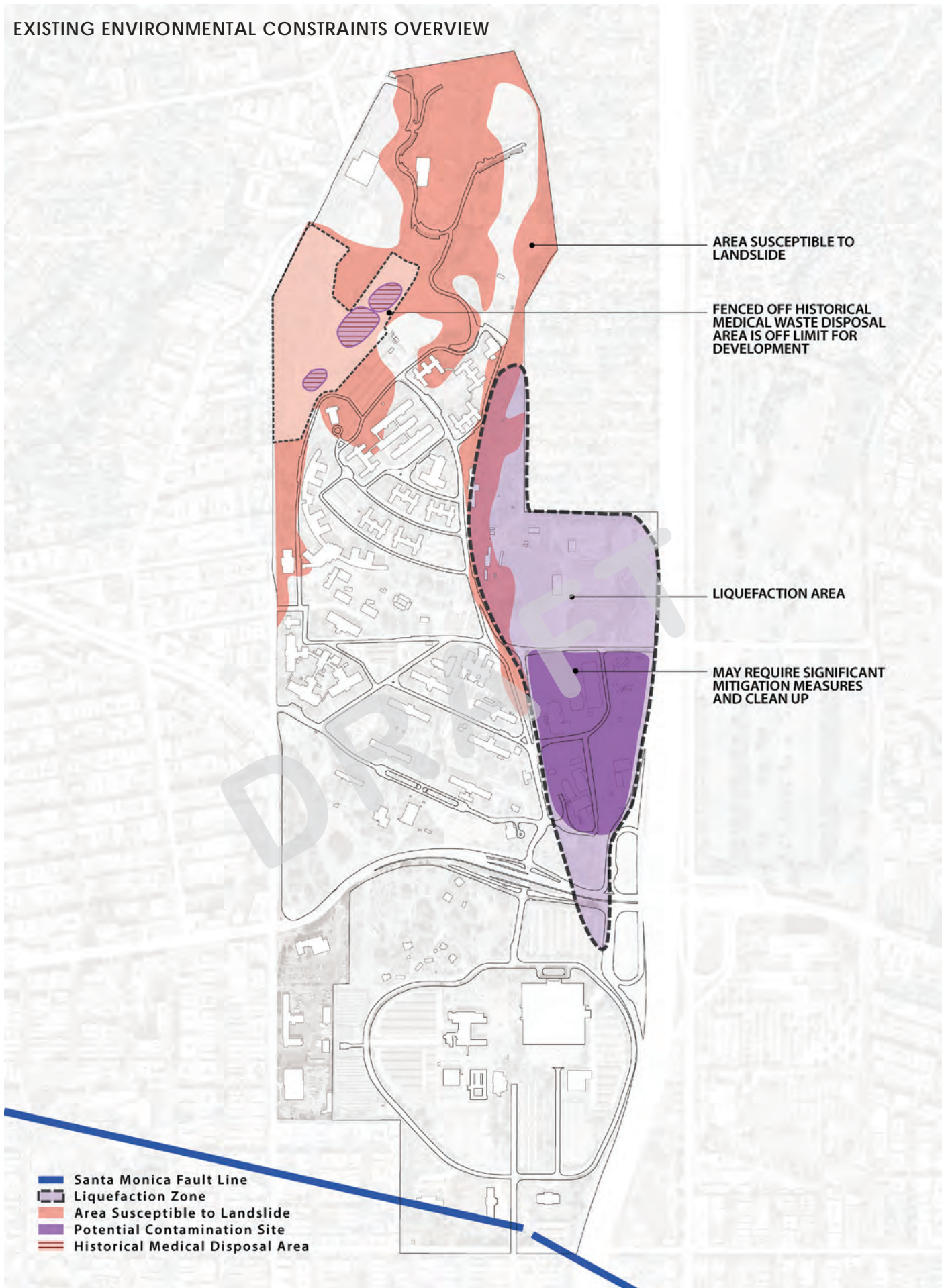
### CONSTRAINTS

- The most prominent geological hazards that could possibly affect the WLA Campus include earthquakes, seismic shaking, liquefaction, and landslides. All of them would require mitigation measures.
- Portions of the North-west Campus have high suscepti-

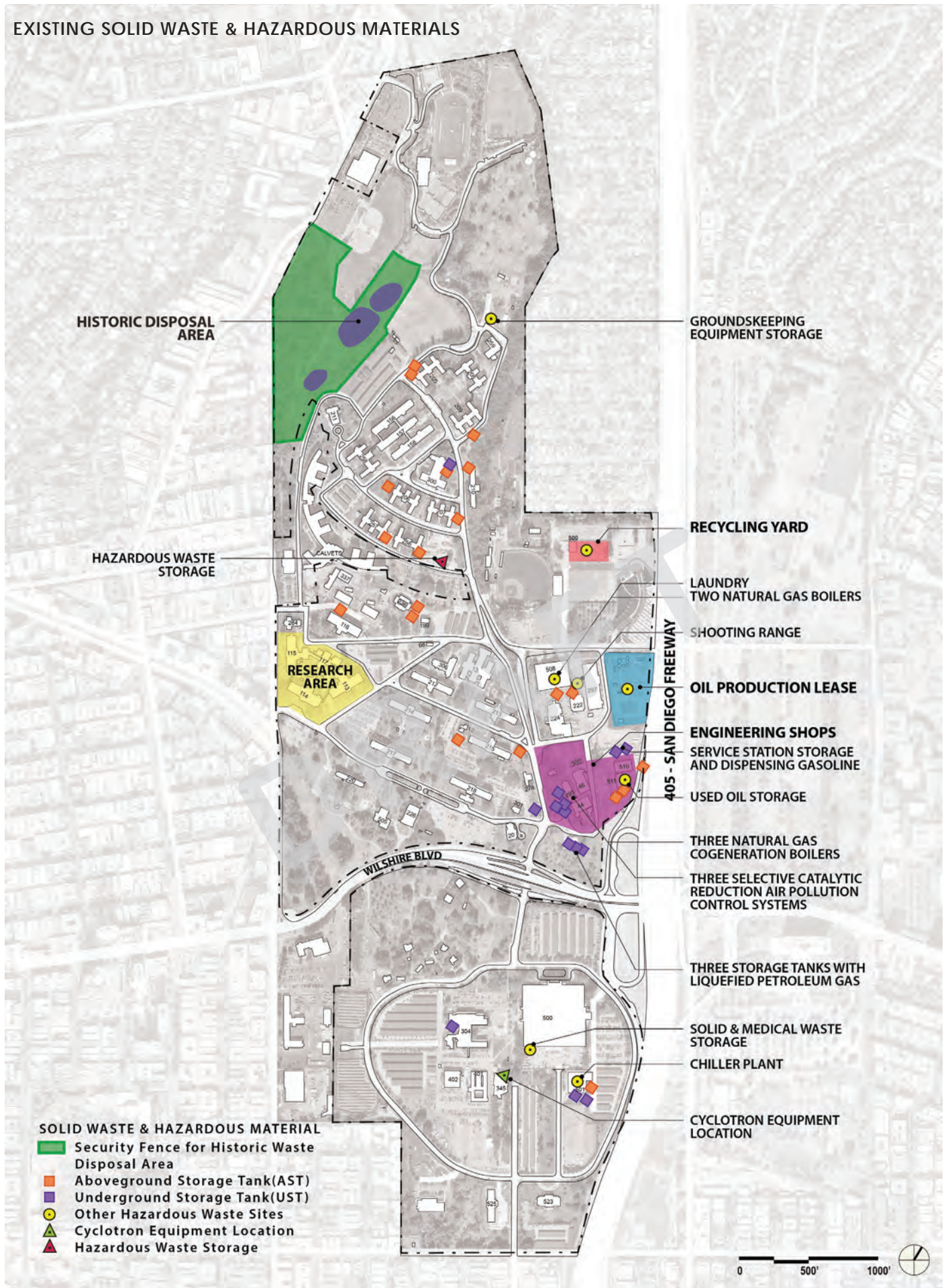
bility ratings for landslide events.

- Most portions of the WLA Campus lie within a methane zone, except for the northernmost reaches of the Campus.
- The VA has permits to operate equipment such as cogeneration boilers, emergency generators, liquefied petroleum gas tanks, gas service stations that may produce air pollution which could be detrimental to the health of the elderly and persons with pre-existing respiratory or cardiovascular illness working, living or frequently visiting the Campus.
- Three large natural gas boilers on Campus are the largest source of GHG emissions; a major contributor to climate change.
- The oil wells are a source of methane emissions, volatile organic compound (VOCs), and air toxins, such as benzene, ethyl benzene, and n-hexane. Significant cleanup and mitigation measures will be required for construction of new buildings within 300 feet of an oil well.
- Historical medical waste disposal areas are located at the WLA Campus within the northern portion of the arroyo and any changes to the status of this site will require approval from the Nuclear Regulatory Commission.
- On average, the loudest areas on the WLA Campus during the monitoring period were the VA Hospital and the Bonsall and Pershing Avenues intersection mainly due to passing vehicles and I-405 traffic which is expected to increase with development of the Campus.

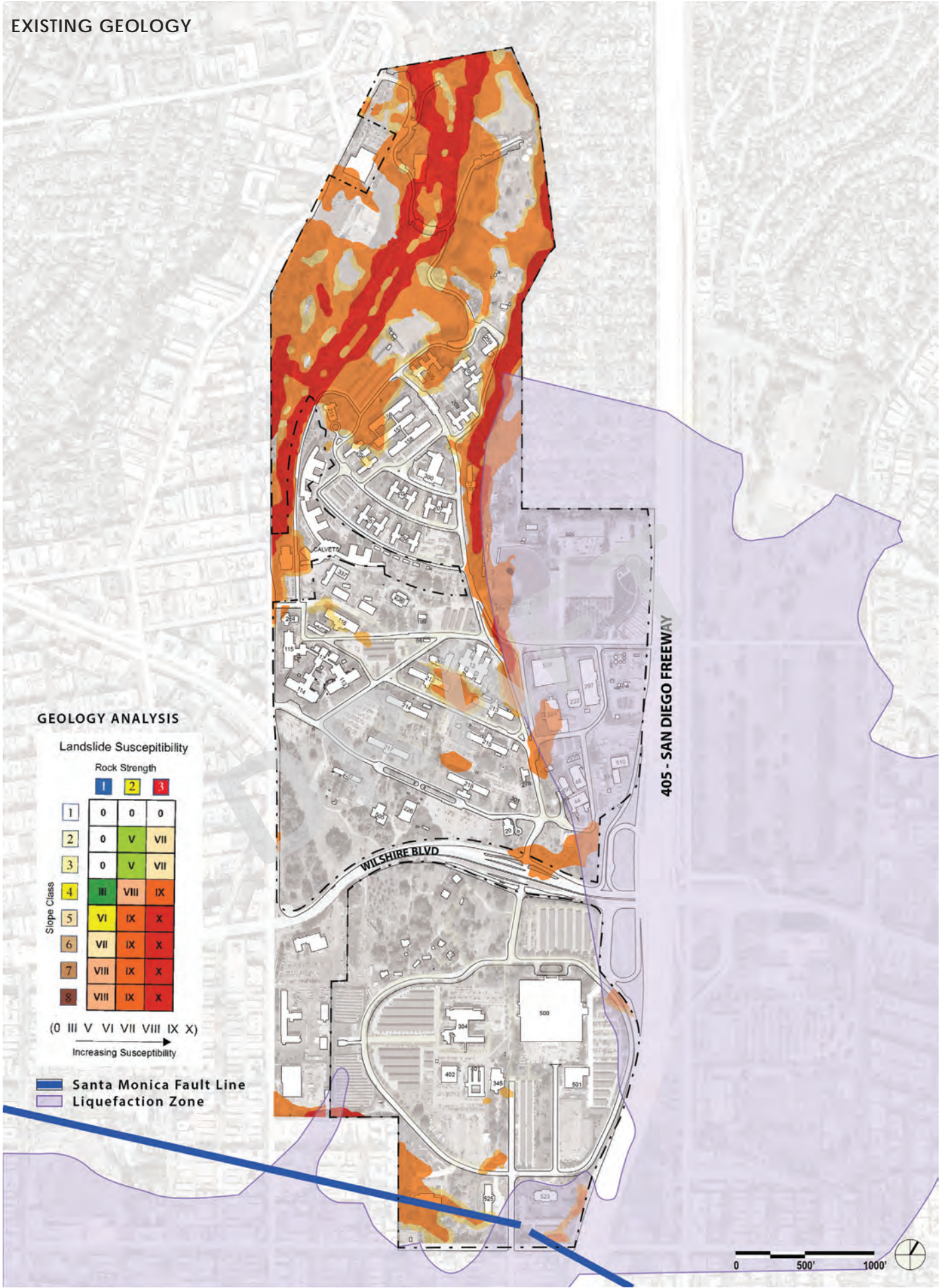
# EXISTING ENVIRONMENTAL CONSTRAINTS OVERVIEW



EXISTING SOLID WASTE & HAZARDOUS MATERIALS



EXISTING GEOLOGY



GEOLOGY ANALYSIS

Landslide Susceptibility

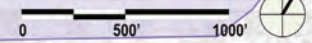
Rock Strength

	1	2	3
1	0	0	0
2	0	V	VII
3	0	V	VII
4	III	VIII	IX
5	VI	IX	X
6	VII	IX	X
7	VIII	IX	X
8	VIII	IX	X

(0 III V VI VII VIII IX X)

Increasing Susceptibility

— Santa Monica Fault Line  
— Liquefaction Zone



## EXISTING INFRASTRUCTURE & UTILITIES

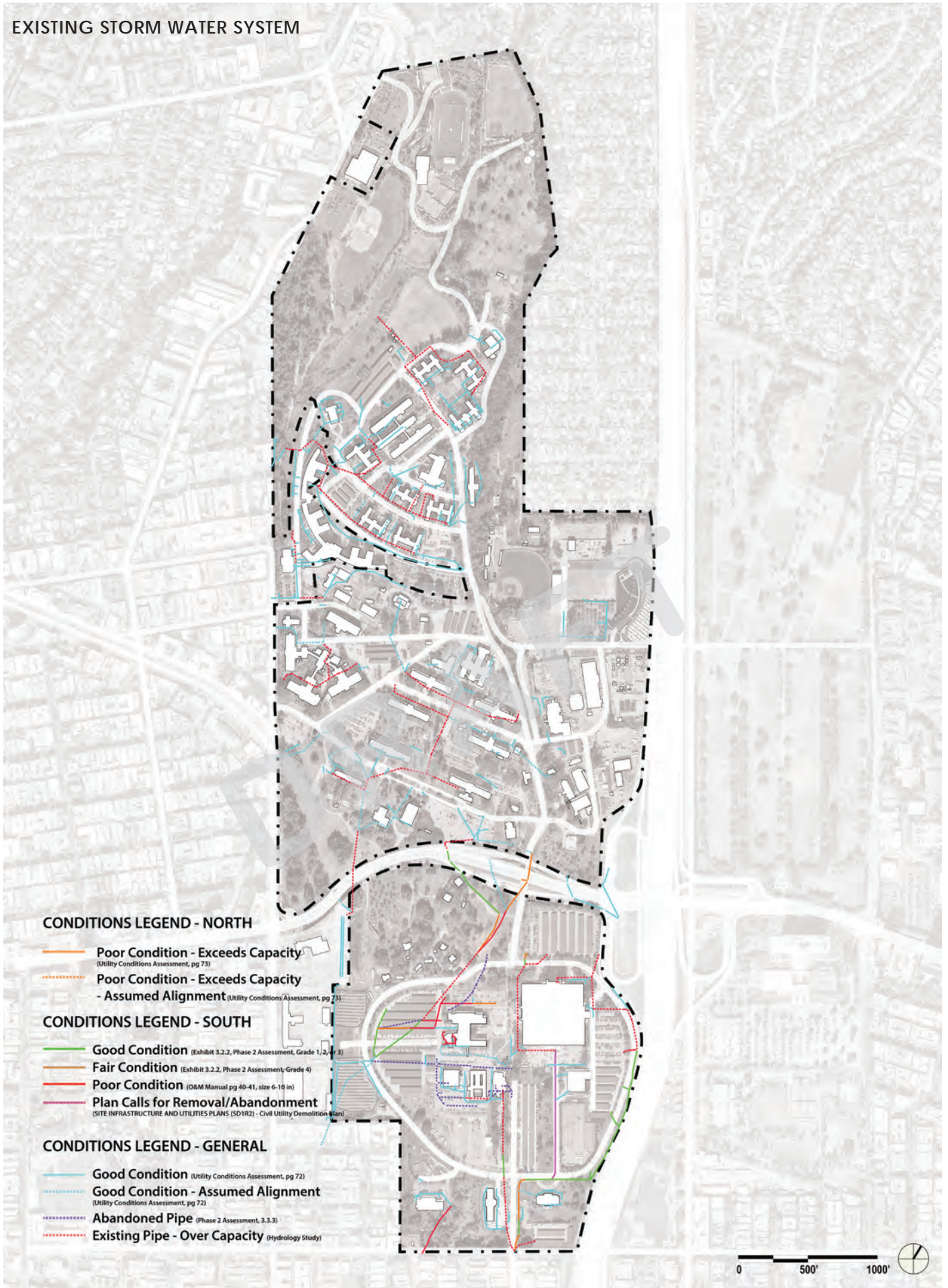
The following descriptions of the existing utility systems across the VA's WLA Campus have been excerpted from the Site Utility System Study: Final Draft Report – Book 1 prepared in May 2020. The Office of Construction and Facility Management (CFM) engaged Leo A. Daly to conduct this study for the VA Greater Los Angeles Healthcare System West Los Angeles Medical Center. The report provides recommendations and phasing for utility upgrades and improvements for each system.

### STORM DRAIN

The storm drain system on the VA Campus generally conveys storm flows generally from northwest to southeast via gravity flow and discharges to eight separate locations located on the North and South Campus. Drainage from the North Campus discharges to LA County storm drains located in Bringham Ave. Also, at the intersection of Interstate 405 and Wilshire Blvd. within San Vicente Blvd and a portion of the North Campus drains to the South Campus under Wilshire Blvd near buildings 506 and 218. Drainage from the South Campus discharges to a Los Angeles County Flood Control District (LACFCD) storm drain near Federal Ave as well as a 42" LACFCD storm drain in Ohio Avenue, via two separate connections in Sawtelle Ave and south of the Building 527. The proposed storm drain system shall maintain the existing storm drain discharge locations and general path of travel with laterals and mainline pipes replaced due to overcapacity. In addition, existing pipes shall be removed or rerouted to accommodate the proposed building locations.



# EXISTING STORM WATER SYSTEM



## CONDITIONS LEGEND - NORTH

- **Poor Condition - Exceeds Capacity**  
(Utility Conditions Assessment, pg 73)
- - - **Poor Condition - Exceeds Capacity - Assumed Alignment**  
(Utility Conditions Assessment, pg 73)

## CONDITIONS LEGEND - SOUTH

- **Good Condition** (Exhibit 3.2.2, Phase 2 Assessment, Grade 1, 2, 4, 3)
- **Fair Condition** (Exhibit 3.2.2, Phase 2 Assessment, Grade 4)
- **Poor Condition** (O&M Manual pg 40-41, size 6-10 in)
- - - **Plan Calls for Removal/Abandonment**  
(SITE INFRASTRUCTURE AND UTILITIES PLANS (SD1R2) - Civil Utility Demolition Plan)

## CONDITIONS LEGEND - GENERAL

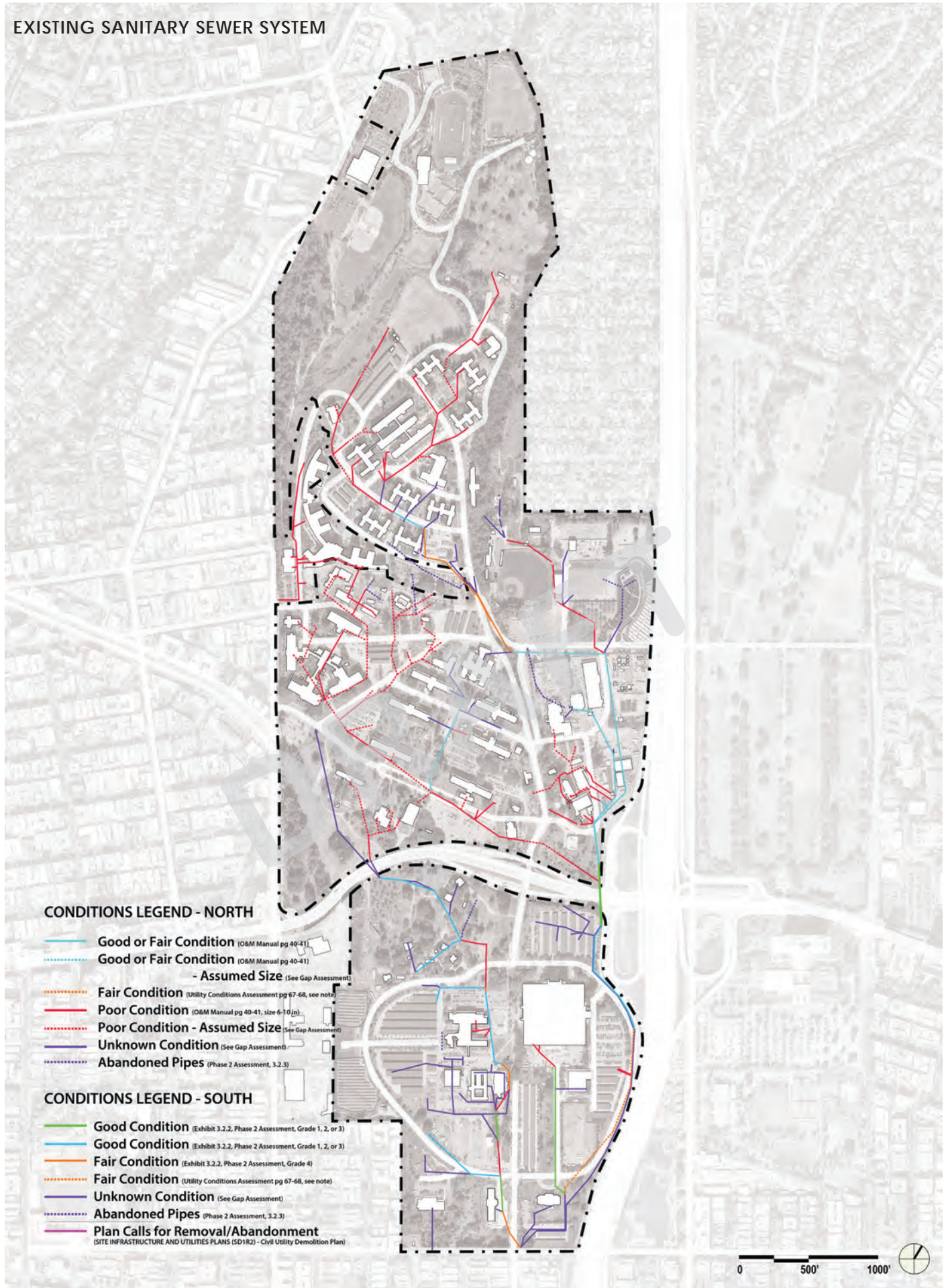
- **Good Condition** (Utility Conditions Assessment, pg 72)
- - - **Good Condition - Assumed Alignment**  
(Utility Conditions Assessment, pg 72)
- - - **Abandoned Pipe** (Phase 2 Assessment, 3.3.3)
- - - **Existing Pipe - Over Capacity** (Hydrology Study)



## **SANITARY SEWER**

The sewer collection system on the VA Campus conveys wastewater from north to south by gravity flow. The North Campus wastewater is conveyed through two parallel, adjacent trunk sewers that cross under Wilshire Boulevard onto the South Campus near the eastern boundary. This system joins with South Campus collection pipelines toward the southern end of the Campus, south of Dowlen Drive, and ultimately discharges to a manhole located at the intersection of Ohio Avenue and Sawtelle Boulevard, where it discharges to an existing 24-inch City of Los Angeles Sanitation District main pipeline. The proposed system to serve the North Campus development will utilize a mix of new and existing sewer pipelines to connect to the existing sewer collection system that discharges to the South Campus. The South Campus shall maintain the existing pipelines with new pipelines installed and existing pipelines removed as necessary to serve the new buildings installed as part of the South Campus improvements.

# EXISTING SANITARY SEWER SYSTEM

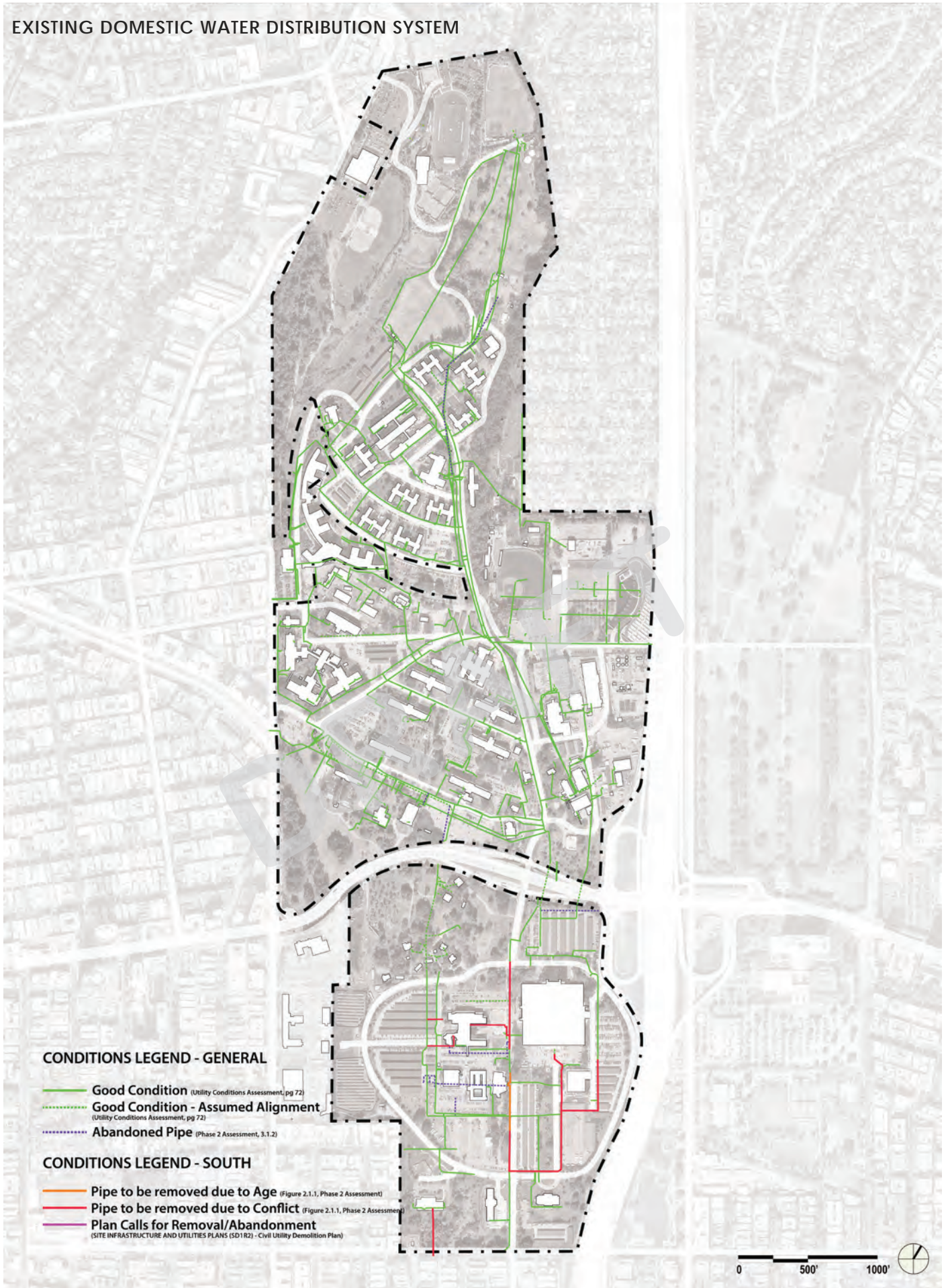


## DOMESTIC WATER

The VA WLA North and South Campuses are supplied water service via 3 separate connections to Los Angeles Department of Water and Power (LADWP) system. These connections feed the combined on-site domestic and fire-water distribution system via tanks, with volumes equal to 300,000 and 500,000 gallons which are required to serve “mission critical” buildings located throughout the Campus. Due to the low elevation of the tanks, insufficient service pressure is provided to the North Campus in the existing condition. The existing and proposed buildings in the South Campus and the existing buildings to remain in lower elevation portion of the North Campus will continue to be served from the existing system and storage tanks, satisfying the storage requirement for “mission critical” buildings.

VA is proceeding with two concurrent projects to address current deficiencies in campus domestic water systems and support water solutions for North Campus buildings. On September 27, 2021, VA awarded a contract to design and construct water pressure boosting measures that address the immediate needs of EULs under construction (Buildings 205, 207, and 208). VA anticipates these water pressure boosting measures will be fully implemented by May 2022, ensuring timely permitting and operation of these initial phase EULs. Concurrently, VA has awarded a design contract for installation of a dedicated fire suppression system and replacement potable water lines for the entirety of the North Campus to include all future EULs and VA-operated facilities. Design for this long-term North Campus water distribution system mid to late 2022.

# EXISTING DOMESTIC WATER DISTRIBUTION SYSTEM



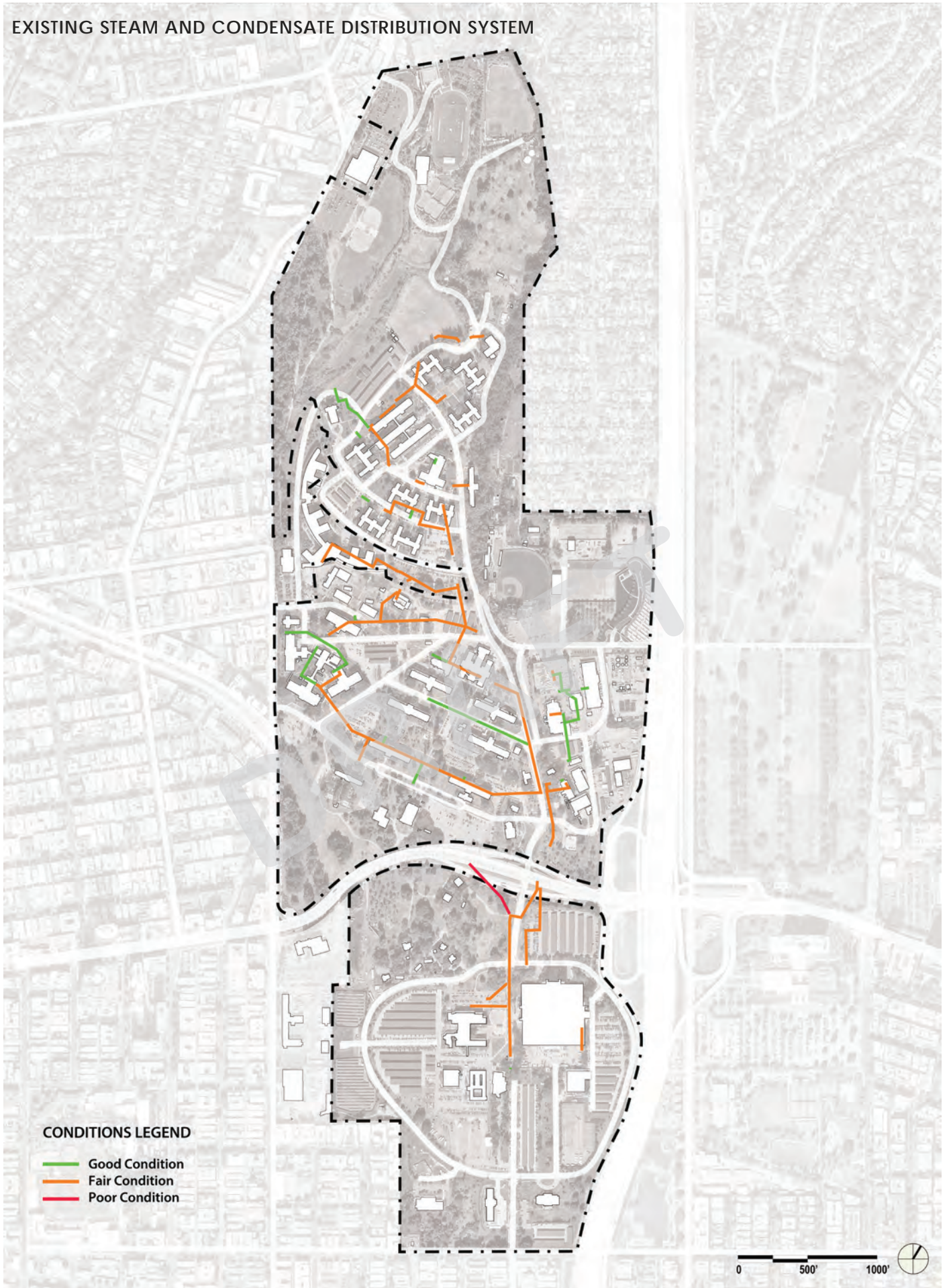
## STEAM AND CONDENSATE

Per the Facility Condition Assessment, the steam and condensate distribution systems are approximately 70 years old and past their design life. The systems also suffer from infrastructure support issues due to seismic activity and flooding.

Generally, steam will not be used for EUL housing, and lines will need to be disconnected and rerouted off of EUL parcels to serve VA buildings requiring steam. These disconnections will greatly reduce the steam demand. It is recommended that the systems be replaced and properly sized to address these issues.

For the Campus capitalization plan it is recommended that the steam and condensate mains be replaced for all building south of Building 212. Buildings north of Building 212 will remain on the existing steam and condensate system until they are renovated under the Enhance Use Lease Program (EUL). The proposed Central Utility Plant and new boiler in the South Campus will address some steam issues and thus allow the vacation of the steam plant on the North Campus.

# EXISTING STEAM AND CONDENSATE DISTRIBUTION SYSTEM



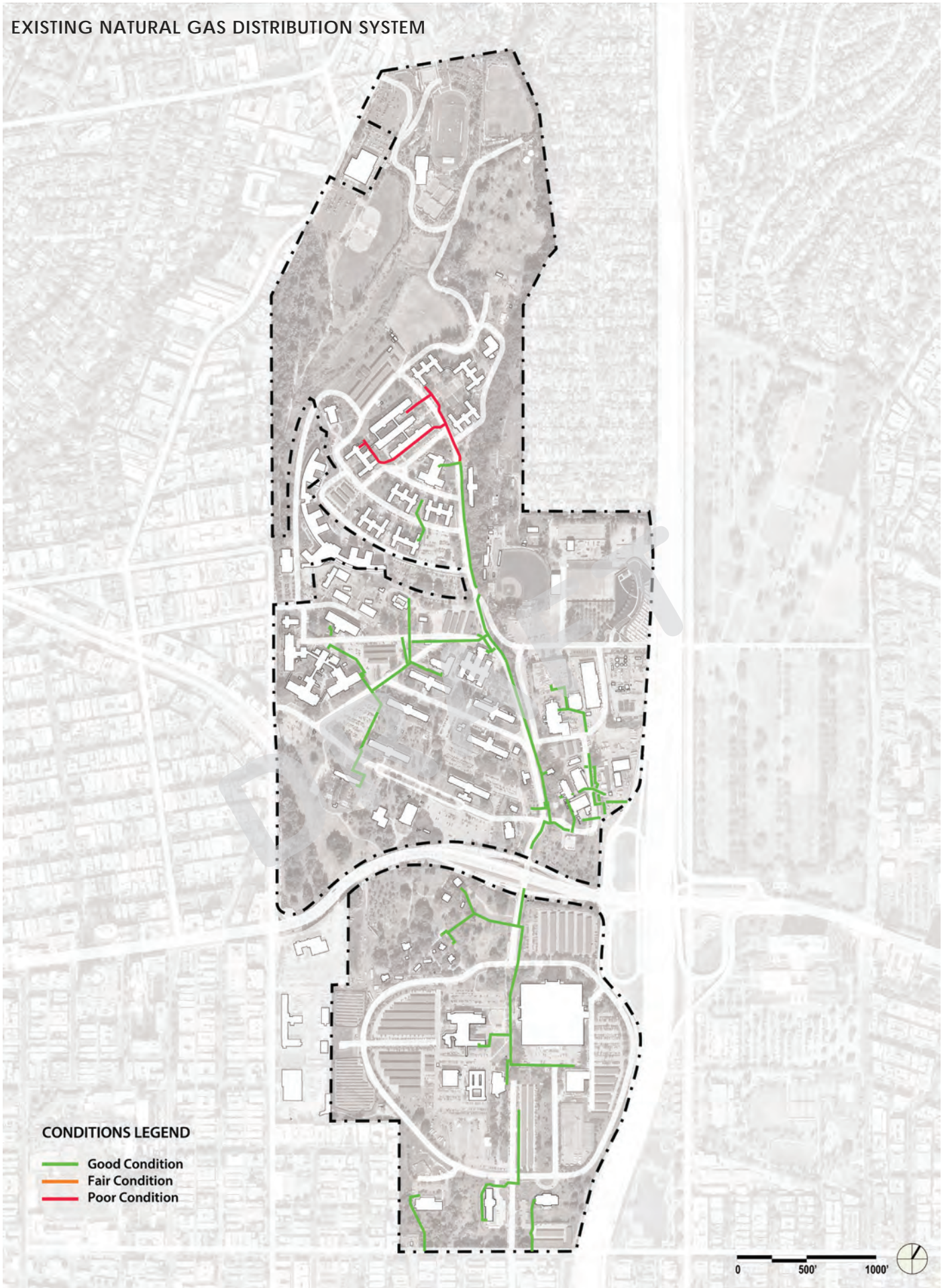
## **NATURAL GAS**

The natural gas distribution system is approximately 50 years old and approaching its end of useful service life. It is recommended that the natural gas distribution system be replaced. In the initial work of the plan all gas mains will be replaced. As a part of this, a new natural gas trunk line that extends east across Pershing Avenue to Bonsall Avenue, then north to MacArthur Field is anticipated to be completed by the end of 2021. As subsequent zones of the Campus receive utility renovations the lateral piping from the gas mains to individual building will be replaced. All VA buildings with natural gas service will be equipped with natural gas meters to monitor natural gas usage and building energy performance.

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# EXISTING NATURAL GAS DISTRIBUTION SYSTEM



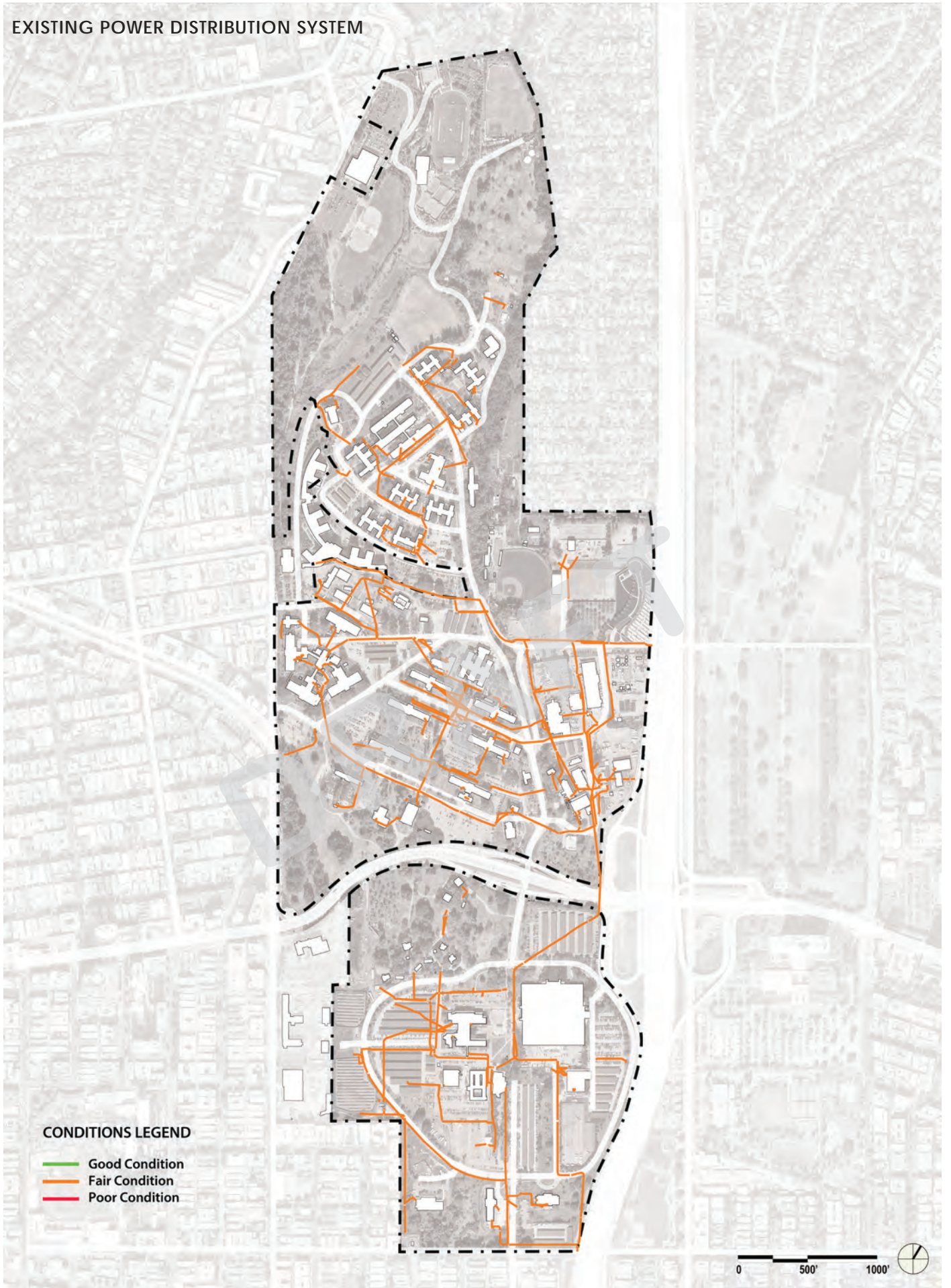
## POWER

Studies and reports from the VA VISN 22 FCA report dated 4/1/2019, site utility assessment phase 2 report dated 11/2019, Booz Allen Hamilton utility condition assessment report, 2018, VA infrastructure operation and maintenance plan 4/2019, KPFF North Campus trunk lines drawings, and the North Campus master planning files were reviewed and investigated. Although each of the studies had particular areas of focus, their conclusions can be summarized as:

- The Southern California Edison (SCE) substation on South Campus does not meet the VA Mission Critical requirements to support the South Campus Mission Critical buildings. A new substation and power feeders are required. SCE is moving forward with this new facility in the South Campus.
- The underground duct banks are past design life and need upgrading and/or replacement.
- Overhead power from the south to the North Campus is a weak link and the recommendation is to route it under Wilshire Blvd. Metro is replacing the power tunnel to the North Campus as part of the station construction.
- The VA power system on North Campus will benefit from a reduction in power consumption due to conversions of buildings to housing. The effects of this will provide some capacity back to the VA power grid. It is estimated 5 MVA of power capacity will be released back to the VA power system.
- A new trunkline for extension of power service to meet the needs of current and future EULs and other uses on the North Campus is already in progress, thanks to investment by the VA, and expected to be complete by the end of 2021.

Additionally, meters will be needed for buildings with new and adjusted power service.

# EXISTING POWER DISTRIBUTION SYSTEM



## COMMUNICATIONS

Studies and reports from the VA VISN 22 Facility Condition Assessment (FCA) report 4/1/2019, Site Utility Assessment Phase 2 report 11/2019, Booz Allen Hamilton Utility Condition Assessment Report 2018, VA Infrastructure Operation and Maintenance Plan 4/2019, KPFF trunk line drawings, and the North Campus master planning files were reviewed. The findings are summarized as follows:

The outside plant (OSP) backbone cables are outdated and not meeting current technology needs. The backbone cables need to be upgraded.

The telecommunications underground duct banks are aged. The original telephone cable pathways and newer communications cable pathways are co-mingled together. The cables in the duct banks are not labeled for usage and cable types. It is recommended that a contractor be engaged to identify and label all active and abandoned cables.

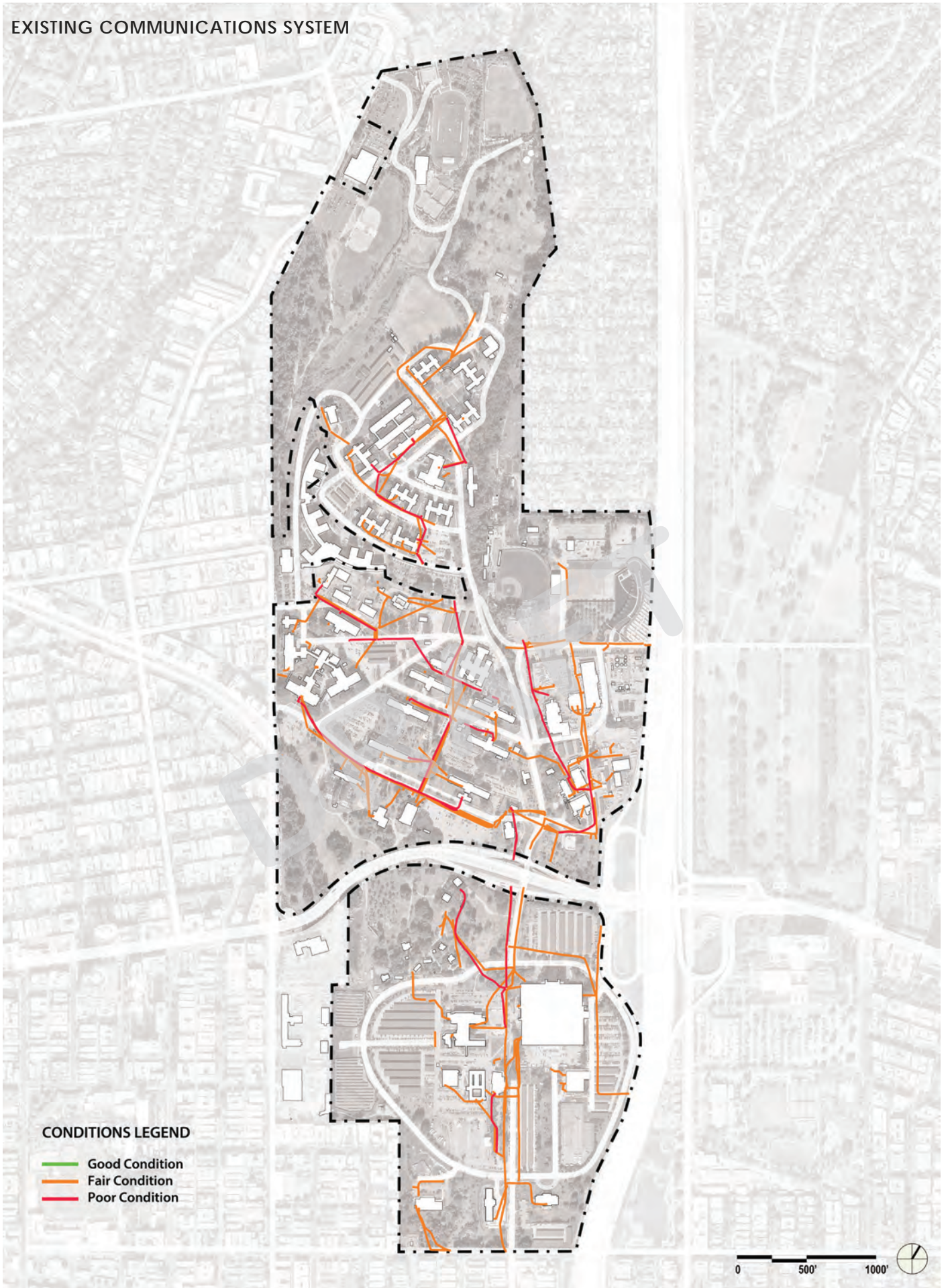
The in-building network distribution infrastructure is outdated and does not meet current technology needs, so it is recommended to be upgraded.

The North Campus housing development will be fed from separate telecommunications and TV services. The buildings will be on a separate network from the VA network. A new trunkline for extension of telecommunication service to meet the needs of current and future EULs and other uses on the North Campus is already in progress, thanks to investment by the VA, and expected to be complete by the end of 2021.

The telecommunications systems incoming services do not meet the VA Mission Critical requirements. The Campus wide backbone cables are outdated and do not support the needs for healthcare facilities. As part of the capitalization plan, the following are recommended for upgrading:

- Bring a redundant Frontier service from a different service center.
- Upgrade the Campus backbone cables to single mode fibers
- Upgrade the current data center in B500

# EXISTING COMMUNICATIONS SYSTEM



## PHOTOVOLTAIC (PV) POWER SYSTEMS

Studies and reports from Site Utility Assessment Phase 2 report dated 11/2019 and the Booz Allen Hamilton Utility Condition Assessment Report 2018, and Master Plan files were reviewed and evaluated. The findings are summarized as follows:

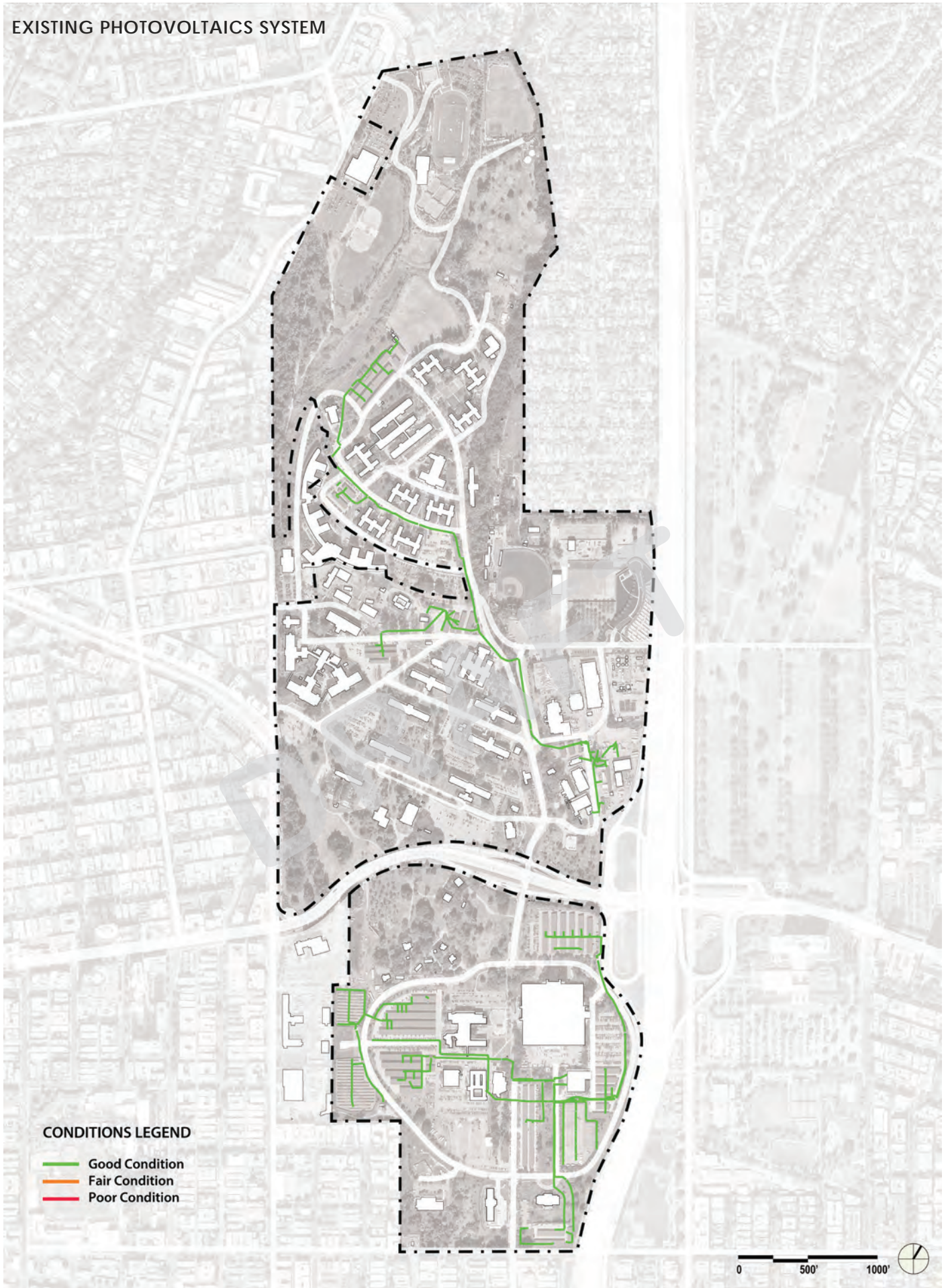
The overall PV systems on the Campus are in good condition. The systems are between 5 to 11 years old.

Total PV power generation is 7.47MW (DC) and about 6MW (AC). This reduces the daily electrical load by 40%.

The PV systems located within existing surface parking lots in the areas of the housing development on North Campus will be removed. The total amount of PV power that will be lost is 1.23 MW.

Due to NEC code new requirements, the existing PV panels and equipment will no longer meet the new standard or updated equipment requirements. It is not recommended to relocate the existing PV systems. Recommend new PV systems be provided as part of the Campus development.

# EXISTING PHOTOVOLTAICS SYSTEM



## HARD / SOFT BUILDING ANALYSIS

The Hard / Soft Building Analysis builds off of the methodology and work done in the 2016 Draft Master Plan, updated to reflect current conditions. The five categories and determining factors of buildings within those categories are as follows:

### HARD 1 BUILDINGS (SHALL REMAIN)

- Buildings individually listed on the National Historic Register
- Buildings contributing to the Historic District and in good condition
- Buildings contributing to the Historic District and of distinctive character
- Buildings with Enhanced Use Leases with a term greater than 20 years

### HARD 2 BUILDINGS (MAY BE RETAINED)

- Non-contributing buildings in good condition

### HARD / SOFT BUILDINGS (SUBJECT TO REMOVAL)

- Buildings contributing to the Historic District and in poor condition
- Buildings contributing to the Historic District and with no condition listed

### SOFT 2 BUILDINGS (SUBJECT TO REMOVAL)

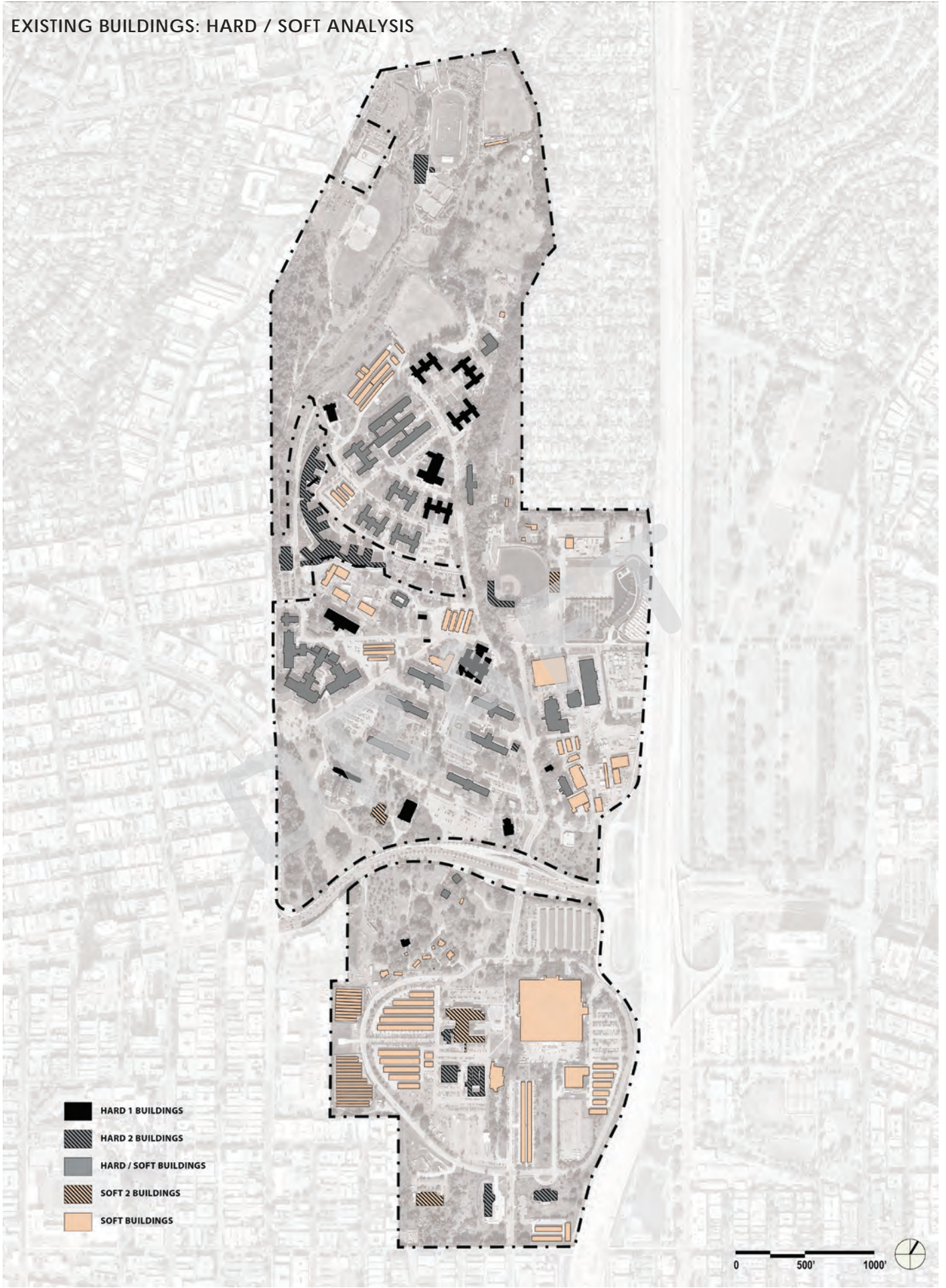
- Non-contributing buildings in moderate condition
- Non-contributing buildings of distinction with no condition listed

### SOFT BUILDINGS (SUBJECT TO REMOVAL)

- Non-contributing buildings in poor condition
- Non-contributing buildings of no distinction with no condition listed
- Solar panel structures
- Temporary structures



EXISTING BUILDINGS: HARD / SOFT ANALYSIS



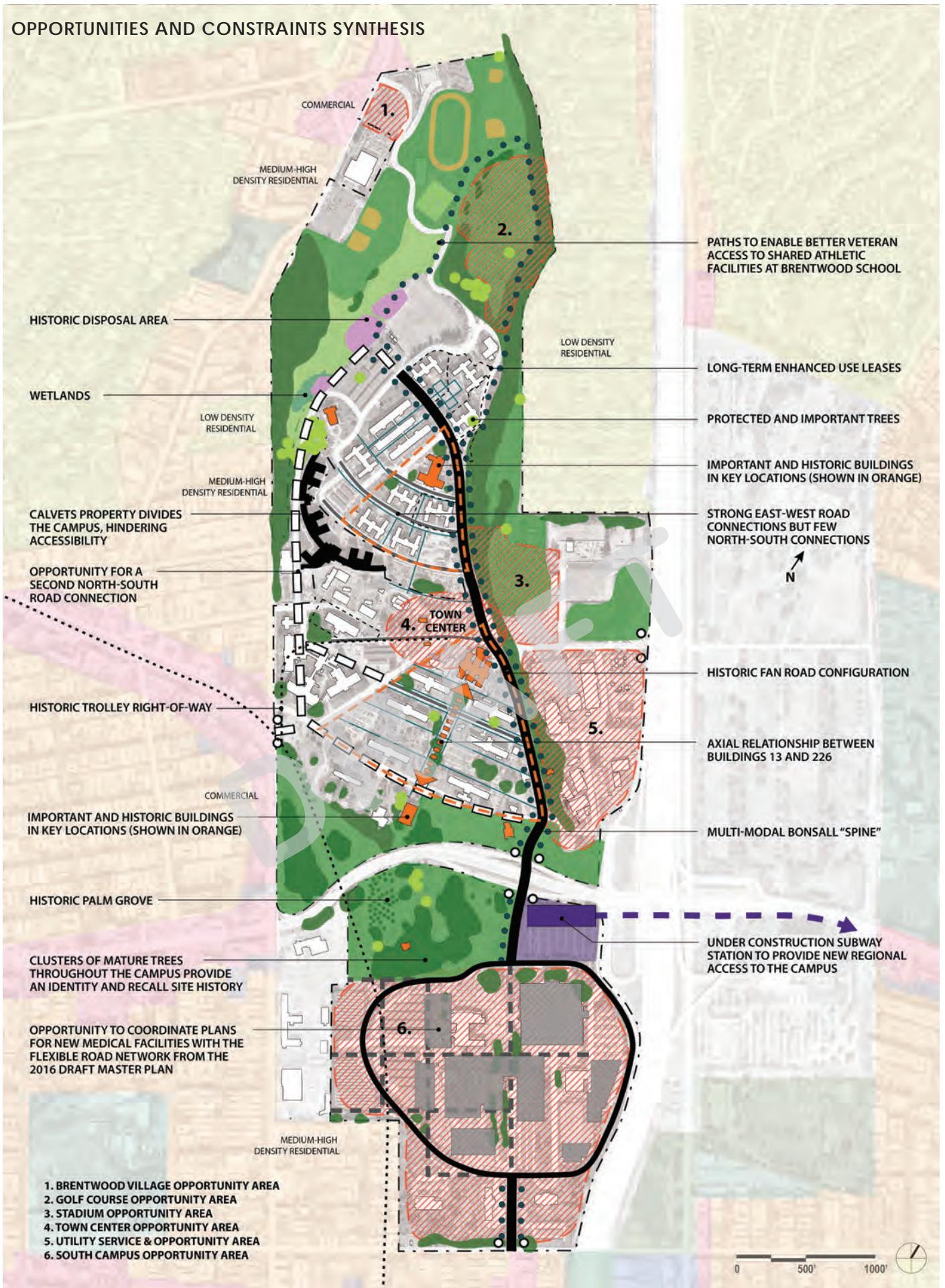
# SITE OPPORTUNITIES & CONSTRAINTS

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The diagram on the facing page is a synthesis of the various site conditions that were reviewed as a part of this study. This diagram highlights the key constraints and opportunities that have an impact on the 388+-acre Campus. Additionally, included are relevant key concepts from the 2016 Draft Master Plan as well as new concepts that have been developed as a result of site conditions that have changed since the 2016 plan. This diagram serves to inform development and preservation priorities as the Campus master plan is updated in the coming months and years.

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# OPPORTUNITIES AND CONSTRAINTS SYNTHESIS



# KEY REDEVELOPMENT OPPORTUNITY AREAS

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Master Plan 2022 and Draft Community Plan together provide a roadmap for the redevelopment of the entire Campus, focused on the immediate goal of building at least 1,200 units of housing for Veterans. In looking at the mid and long term opportunities for creating a community for all Veterans, this master plan goes beyond what can be accomplished in the initial phases of redevelopment. This includes a central, active area for services and amenities, a place that allows for job training, reintegration, and public interaction, as well as an expanded, world class medical center.

## TOWN CENTER OPPORTUNITY AREA

- Today, the central area of the Campus is the most used part of the Campus.
- This area has a number of historically contributing buildings that give the Campus character as well as beautiful and useful open spaces.
- However, it is possible to densify the area and add coordinated care program, supportive housing and services while maintaining important historical contributions.
- This could include the idea of a Town Hall that serves all Veterans.
- The CalVet parcel restricts the ability to fully connect a Town Center with the northern part of the Campus

## AUXILIARY SERVICES OPPORTUNITY AREA

- The industrial neighborhood of the property is at a lower grade than the rest of the North Campus. This area also has direct access from Constitution Ave off of Sepulveda.
- Furthermore, with the development of Purple Line station, its natural separation from the residential areas of Campus and its direct access make the area prime for public interface.
- The existing uses need to remain in place for the foreseeable future, limiting near-term redevelopment opportunities. There is a long-term opportunity to incorporate job training as consolidation of existing uses unfolds.
- Funding to redevelop portions of this area is currently unidentified
- The potential redevelopment of the Breitburn Energy Corporation leased land will have to take into account the remediation of that land and capped wells.

## SOUTH CAMPUS OPPORTUNITY AREA

- The South Campus has a significant amount of under-utilized land.
- It is the center of the medical services for the Campus and has potential to become a “one-stop shop” for Veteran’s medical needs and a world-class medical facility and treatment center.
- The seismic issues with Building 500 require further evaluation to determine whether seismic remediation or demolition and replacement is the preferred path forward.
- The existing circular road configuration creates inefficient circulation, parking lots and future building parcels
- The plans for the construction of the new hospital, research building, outpatient clinic, central utility plant, parking structure and associated site improvements are currently unresolved.

## BRENTWOOD VILLAGE OPPORTUNITY AREA

- This area was identified in the 2016 Draft Master Plan as having Veteran employment opportunities as a primary use.
- The lease runs through 5/31/2029 with renewal options.

## GOLF COURSE OPPORTUNITY AREA

- This area was identified in the 2016 Draft Master Plan as having supportive housing as an alternative use.
- The lease runs through 9/30/2024.

## STADIUM OPPORTUNITY AREA

- This area was identified in the 2016 Draft Master Plan as having supportive housing as an alternative use.
- The lease runs through 12/22/2026 with option years.

**KEY REDEVELOPMENT OPPORTUNITY AREAS**

**BRENTWOOD VILLAGE  
OPPORTUNITY AREA**

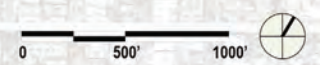
**GOLF COURSE  
OPPORTUNITY AREA**

**STADIUM  
OPPORTUNITY AREA**

**TOWN CENTER  
OPPORTUNITY AREA**

**AUXILIARY SERVICES  
OPPORTUNITY AREA**

**SOUTH CAMPUS  
OPPORTUNITY AREA**





SECTION V

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**MASTER PLAN**

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# MASTER PLAN

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## MASTER PLAN METHODOLOGIES

This Master Plan 2022 update provides the guiding structure for future development, accommodating Veteran needs, current facility needs and the site's capacity for potential facility expansion in the future. These two metrics are commonly referred to as 'need-based' and 'capacity-based' assessments. Both methodologies contribute to the success of a master plan. The need-based facilities represent the more immediate structures envisioned for the West Los Angeles (WLA) Campus, coupled with the acute housing and health needs of Veterans experiencing homelessness. The capacity-based methodology metrics establishes the long-term development possibilities for the Campus, illustrating potential future facility locations, neighborhoods, access, services, and supporting infrastructure. Together, the capacity-based and need-based methodologies provide a vision for the Campus, accommodating current needs, and guiding future potential development.

### NEED-BASED MASTER PLAN METHODOLOGY

Need-based methodology, based on the demand analysis described in Section II, identifies immediate demand for housing, and services to those Veterans in most need; those who are severely disabled, including chronically homeless Veterans, female Veterans (with and without dependents), and aging Veterans. Addressing the short-term needs analysis is the first step in providing realistic, targeted solutions for implementation. Doing so would result in a welcoming, vibrant, and sustainable community where all Veterans identified as the need-base cohort are the first group to benefit from and feel comfortable accessing, living, interacting, recreating,

and socializing with one another, their families, VA personnel, and visitors in the new environment carried forward by this Master Plan 2022 update. Initial phase implementation strategies are currently being developed around the need-based methodology.

### CAPACITY-BASED MASTER PLAN METHODOLOGY

The capacity-based methodology establishes a guiding structure for the long-term development of the Campus. The facility capacity for Master Plan 2022 is established through analysis of governing planning controls, environmental impacts, physical site features, existing infrastructure, historic and cultural assets, and the surrounding context of the site. Other constraints also include regulatory frameworks. Several earlier studies have already informed the capacity-based considerations for this plan update, as elaborated upon in Section I of this document.

#### General Notes:

This information in this chapter has been updated to reflect the most current information available. To review the Draft Master Plan 2016 version, please navigate to the following URL: <https://westladraftmasterplan.org/documentation/draft-master-plan>

The draft recommendations and graphic depictions included in the following pages in this Master Plan update section are subject to further input, review, and approval from multiple offices within VA. In addition, these plans require further review to assess legal, financial, and operational feasibility.

Credits for photographs in this Section are pending

# MASTER PLAN UPDATE

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This Master Plan 2022 update is one of a series of steps toward revitalization of the WLA Campus for Veterans' use within the Greater Los Angeles (GLA) Healthcare System. This master plan update represents a commitment to restore and improve the site to play the role for which it was historically established. It states the guidelines and principles for development, and regeneration, offers in broad concepts recommendations for improvement and advancement, and identifies a variety of projects contemplated for implementation.

This Master Plan is the first update and builds on the 2016 Draft Master Plan as a framework, and guides GLA's decade-long effort to reshape its facilities and capital assets, covering a variety of construction, redevelopment, and leasing activities related to VA's master planning process for one of VA's largest and most complex integrated healthcare systems. This update moves from the draft and preliminary concepts to:

- (1) Solidifying accomplishments to date,
- (2) Explaining the committed path for a community plan,
- (3) Providing the path forward identifying strategic options, and
- (4) Actualizing the plan

This update is also informed by subsequent studies including, but not limited to, the following: the Programmatic Environmental Impact Statement (PEIS) completed in 2019, the Site Utility System Study: Final Draft Report (2020), as well as the VA GLAHS West Los Angeles Campus Historic Resources Plan (CHRP) completed in Spring, 2021. Updates to the 2016 Draft Master Plan also take into account the new lease agreements that the VA has negotiated with various lessees over the past several years and the Draft Community Plan, published in the Fall of 2021. This update also builds upon the

ongoing efforts across the Campus such as the West LA VA North Campus Draft Community Plan and the South Campus Medical Center concepts.

This Master Plan 2022 update recommends alternative uses for several areas of the WLA Campus. Throughout the implementation process, there will be a need for continued due diligence and planning for various elements of the Campus, and for specific site areas within it. Examples include more detailed site plans, refined development strategies, architectural designs, and utility, environmental, and historic preservation due diligence.

The road to a revitalized WLA Campus takes true shape with the Master Plan 2022 update presented here. It is grounded in the Veterans' housing and services requirements presented in Section II, supplemented here with consideration of the site and its characteristics, context, and capacities. The basic rules of land management, roads and circulation, land use, and sustainability are established herein. The current working phasing concept also acknowledges the many variables in the projects.

NATIONAL VETERANS PARK



# PLANNING PRINCIPLES

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## WEST LA CAMPUS PLANNING PRINCIPLES

To establish a true community for resident and non-resident Veterans alike requires that the WLA Campus embody the elements of a healthy community as understood through today's best practices in community design. Consideration of community urban design elements applies equally well to communities such as the WLA Campus or, for example, college campuses, although the college population is transitory by definition. In each case, interaction among residents and access to common services and resources is critical to the health and well-being of the Campus. A well-planned and vibrant community setting is all the more important for both Veterans in transition from military to civilian life and students in transition from youth to adulthood, as both populations become oriented to the patterns of everyday life in contemporary society.

All healthy communities embody these common principles of community development and urban design:

- **Development.** To maintain a 24/7 vibrancy, good communities have a balance of housing, services, employment opportunities and cultural amenity. Focused density assures convenience of access without automobile dependency.
- **Walkable districts.** Focused density and small block development shorten distances between uses and populate the streets with activity.
- **Pedestrian scale.** Streets and paths are defined by active uses that can be viewed by pedestrians and make their movement functional and interesting. Buildings are pedestrian-friendly in scale, ADA compliant and non-institutional in character.
- **Street character.** Streets are multi-use in character, with enhanced sidewalks, bike facilities, parking, seating and other amenities, and pleasant landscape.
- **Vibrant public places.** Streets, plazas and parks form a

network of public space connected to civic nodes, cultural centers and events.

- **Hierarchy of Open Spaces.** A range of well-planned open spaces that meet the varied needs of individual Veterans and groups alike.
- **Transit-first districts.** Connectivity within the community and connections to other destinations are built on the public transit network and development is organized and designed to optimize transit's function.
- **Architectural excellence.** Take cues from the first-generation buildings on the Campus which had welcoming architectural elements such as porches and verandahs. Buildings have high design interest, some as framing background buildings and others as landmarks.
- **Sustainable development.** Compact development and eco-friendly systems respect the environment and support climate resiliency.

Planning for the WLA Campus is based on these principles of community design, as a home for Veterans composed of diverse but well-defined mixed-use neighborhoods to form, in the broadest sense, a therapeutic community setting for Veterans to live and reintegrate into civilian society.

## NORTH CAMPUS DRAFT COMMUNITY PLAN PRINCIPLES & URBAN DESIGN STRATEGIES

The following planning principles and urban design strategies are the physical manifestation of the mission, vision, and values developed in collaboration with the Principal Developers, VA, community partners, and Veterans especially for Zone 3.

### Core Values

- **Advocate:** Champion the universal right of all Veterans to live in quality, affordable housing.
- **Serve:** Assemble holistic and comprehensive services, amenities, and housing that help anchor Veterans in a home and community.
- **Nurture:** Support Veterans' mental, physical, and emotional health by meeting them where they are while promoting the development of a therapeutic community that benefits from safety, livability, and connectivity.
- **Engage:** Nurture a healing and thriving community where Veterans have ample opportunity to share their talents as supportive peers and empowered community leaders.
- **Restore:** Build neighborhoods that honor Veterans service by preserving the historic and natural environment of the community, shaping it into an environmentally and culturally vibrant place.
- **Embrace Equity:** Develop and exercise policies that promote consistency, fairness, and justice to ensure community stability, social cohesion, and housing retention.
- **Collaborate:** Embrace Veterans, stakeholders, and partners with shared values, insight, and respect to collaboratively serve the interests and needs of the diverse community.
- **Sustain:** Ensure the long-term fiscal health, viability, and success of the community through strong operations and

community programs.

- **Learn:** Foster a learning environment that leverages collective experience, while promoting innovation, flexibility, and appreciation for the contributions made by all.
- **Respect:** Uphold President Lincoln's promise "to care for him who shall have borne the battle and for his widow, and his orphan..." which underpins the mission of the VA. Honor and respect our Veterans in all that we do.

### Urban Design Strategies

- **Establish Order:** Create sense of hierarchy, orientation, and monumentality across the community by strengthening the historic organizational structures through building, landscape, and environmental graphic design
- **Assemble Harmony:** Restore the architectural heritage of the community while continuing to build textural synergy among the growing collection of high-quality, diverse design styles and typologies
- **Create Monumentally Modest Neighborhoods:** Enhance the civic design and architecture of the WLA VA community through historic preservation, new construction, monuments, public art, and landscape design.
- **Build Critical Mass:** Cluster development, uses, and infrastructure improvements to build a critical mass of activity, services, and amenities within the community. Be thoughtful on phasing, focusing development on areas that can be fully claimed, built out, and utilized
- **Connect Within and Beyond:** Foster physical connections both within the VA community and beyond into the surrounding communities where appropriate. Create meaningful gathering places where community can be brought together.

# LAND USE CONCEPT

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## PLAN CONCEPT

The framework for development of the WLA Campus envisions a long-term build-out that focuses use of the site on housing and services for Veterans, restores and enhances the site's historic legacy, conserves and repairs its natural setting and facilitates, and encourages and promotes reintegration of Veterans into civilian life. Key features of the plan include the following categories:

### VETERAN HOUSING

Housing is distributed across the North Campus, with proposed new housing primarily clustered in the areas north and directly south of the CalVet home. Central to the Campus is the most secure and protected neighborhood of Permanent Supportive Housing on the “high ground” of the developed area of the Campus, with its own neighborhood services. This area is defined by roads that surround it, thereby limiting vehicular access to local traffic only and providing a nurturing network of paths, gardens, outdoor recreation, and amenities. Permanent Supportive Housing in this area consist of both adaptive reuse of existing structures and new construction.

South of the CalVet home is additional Permanent Supportive Housing, much of it located along the Town Green, creating a more open and permeable residential grouping, combined with general supportive services as well as social Veteran activities. Further south, in the Long Term Care area, existing housing in the Community Living Centers / Domiciliary will remain. In addition sub-acute mental health will be accommodated in Building 212.

The residential neighborhoods do not exist in isolation, but are linked through their proximity to common services and facilities throughout the site. These areas and their features are further described below.

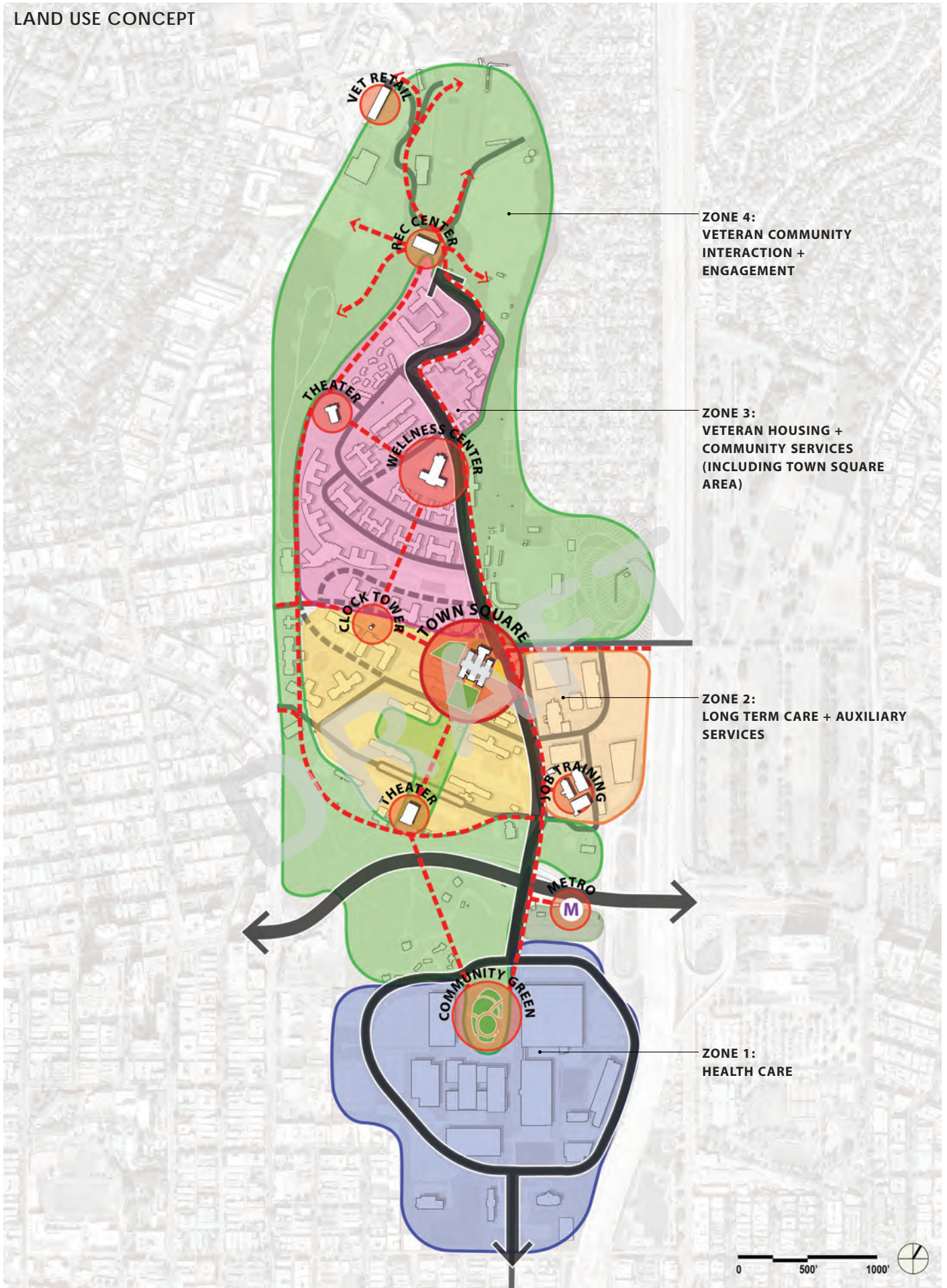
### TOWN SQUARE AREA

Veterans have been vocal in their desire for the WLA Campus to have a central place where resident and non-resident Veterans can meet and interact in a lively public forum. This Master Plan 2022 update locates the Town Square area roughly in the geographic center of the Campus north of Wilshire, touching on the Veteran residential neighborhoods as a place of common contact. At its heart, the Town Square area has an open Town Green, around which are located an array of services, opportunities, and amenities for Veterans. The update recommends redeveloping the historic Hoover Barracks into a living museum and the Streetcar Depot into a shuttle service hub. Historic Building 13 will be redeveloped into a Town Hall with uses such as meeting facilities for taking part in activities, events, and decisions, as well as housing. Other potential uses include a fitness center, canteen, Patriot Store, and administrative functions.

### COMMUNITY USES

There are numerous locations and buildings identified for Community Uses identified throughout the Campus, including the Town Square area that serves the entire site. Building 300, the Wellness Center, provides focused supportive services and amenities that are open to residents both on the campus within residential housing and off campus within the larger community. The Wellness Center will also serve as a One Stop Resource Center for Veterans within the community and beyond. The Town Green itself is common ground for all Veterans, both resident and non-resident. Additional Community Uses are located in the Medical Zone south of Wilshire, serving both resident Veterans and visitors to the medical facilities with medical services and amenities. In the

LAND USE CONCEPT



**ZONE 4:**  
VETERAN COMMUNITY  
INTERACTION +  
ENGAGEMENT

**ZONE 3:**  
VETERAN HOUSING +  
COMMUNITY SERVICES  
(INCLUDING TOWN SQUARE  
AREA)

**ZONE 2:**  
LONG TERM CARE + AUXILIARY  
SERVICES

**ZONE 1:**  
HEALTH CARE

Ancillary Service Area, the long-term vision is to integrate job training that builds off of and supports the functions that exist in that area today. Finally, the most public Community Use, is located at the far north end of the Campus on Barrington Place adjacent to the current surface parking lot. This would replace the existing surface parking with a new building which could provide Veteran employment opportunities and vocational enterprises, while retaining public access to parking in the rear.

### **ANCILLARY SERVICES AREA**

This area is located on low-lying land between Sepulveda Boulevard and the bluff that defines the easterly edge of the main developed area of the site north of Wilshire. This area houses many of the supportive and back-of-house functions for the overall Campus. Master Plan 2022 retains these functions, while proposing to consolidate uses that are inefficiently located across multiple buildings, to free up land for new development. Veterans have been vocal in their interest for the Campus to offer opportunities for education and job training, workshop and gallery space for the arts. Opportunities for these amenities and services are also planned within Buildings 300 and 13. As space permits, this area can serve as a hub for job training as well as Veteran art production and exhibition. Opportunities in this area are heavily dependent on VA operational needs and suitable resources to make changes in the area

### **MEDICAL DISTRICT**

South of Wilshire, the existing hospital and the new Bed Tower anchor the Medical District, with an array of in-patient and out-patient care facilities. A variety of hospitality facilities, currently on site, can remain to serve hospital visitors and their families. Research functions, currently housed in the North Campus will eventually relocate to a modern facility in

the South Campus. Supportive uses such as child care, food service and convenience retail for those visiting the Medical District are also being studied.

### **ACCESSIBLE AND PROGRAMMED OPEN SPACE**

Throughout the Campus, open space is actively programmed to provide recreation and contemplation space for resident Veterans. It also helps to connect the Campus to its surrounding neighborhoods. The Grand Lawn remains a landscape centerpiece of the site, with restoration of its historic landscape fabric as an outdoor space that would be the site for a Veteran memorial commemorating the varied branches of military service and service eras. Wadsworth Park could include children's play areas, and the historic Governor's Mansion could serve as a destination restaurant for Veterans or as a Veteran event facility. The historic Superintendent's House (Building 33) could be converted into a Veteran-focused information center. The residential area will be laced with a network of paths and small-scale activity areas with activities like chess, bocce ball, basketball courts, and Frisbee. Along the easterly edge of the Campus, below the bluff, gardens and farming can be operated by Veterans and provide therapeutic benefits. On the westerly edge of the Campus, along Barrington Avenue, the neighborhood park has been re-branded as Veterans Barrington Park.

### **LAND USE/ ILLUSTRATIVE PLAN**

#### **GENERALIZED LAND USE PLAN**

The proposed land use plan for the Campus conforms to the use characterizations for each of the four planning zones on the site. The map to the right illustrates the distribution of generalized uses across the WLA Campus, which contain the specific features described earlier.



PROPOSED ILLUSTRATIVE PLAN



## ZONES OF DEVELOPMENT

The Master Plan 2022 update builds on existing natural features of the site and integrates new and re-purposed development with existing built resources. This plan uses natural features including the two arroyos and the sloped plateau they form running north to south along the center of the WLA Campus. The plan acknowledges and connects the major open space resources that frame the site, primarily north of Wilshire but extending as well into the Wadsworth Park area of the site. With these elements as guidance, the Campus plan is considered in four “zones.”

The descriptions of the zones below are conceptual, and the boundaries of each zone are not absolute. In many cases certain characteristics of one zone apply to multiple zones.

### ZONE 1: HEALTH CARE

This zone includes the main hospital buildings, acute care, ambulatory outpatient care and clinics, research facilities, hospitality for visitors and patients, and other uses that support or are compatible with the health care programs. Zone 1 contemplates a new Bed Care Tower (replacement hospital) with diagnostic and treatment facilities, clinical support and services in a modern state-of-the-art healing environment. Additional improvements planned for Zone 1 focus on providing a collaborative integration of healthcare, food service, comprehensive translational research in support of Veterans, and meeting VA and California seismic mandates for medical center operations as well as adequate parking.

### ZONE 2: LONG TERM CARE + AUXILIARY SERVICES

This zone consists of two separate areas that are to largely remain as they do today, with strategic enhancements proposed over both the short and long term. The Long Term Care area is home to administrative functions and Community Living Centers. Master Plan 2022 keeps these functions

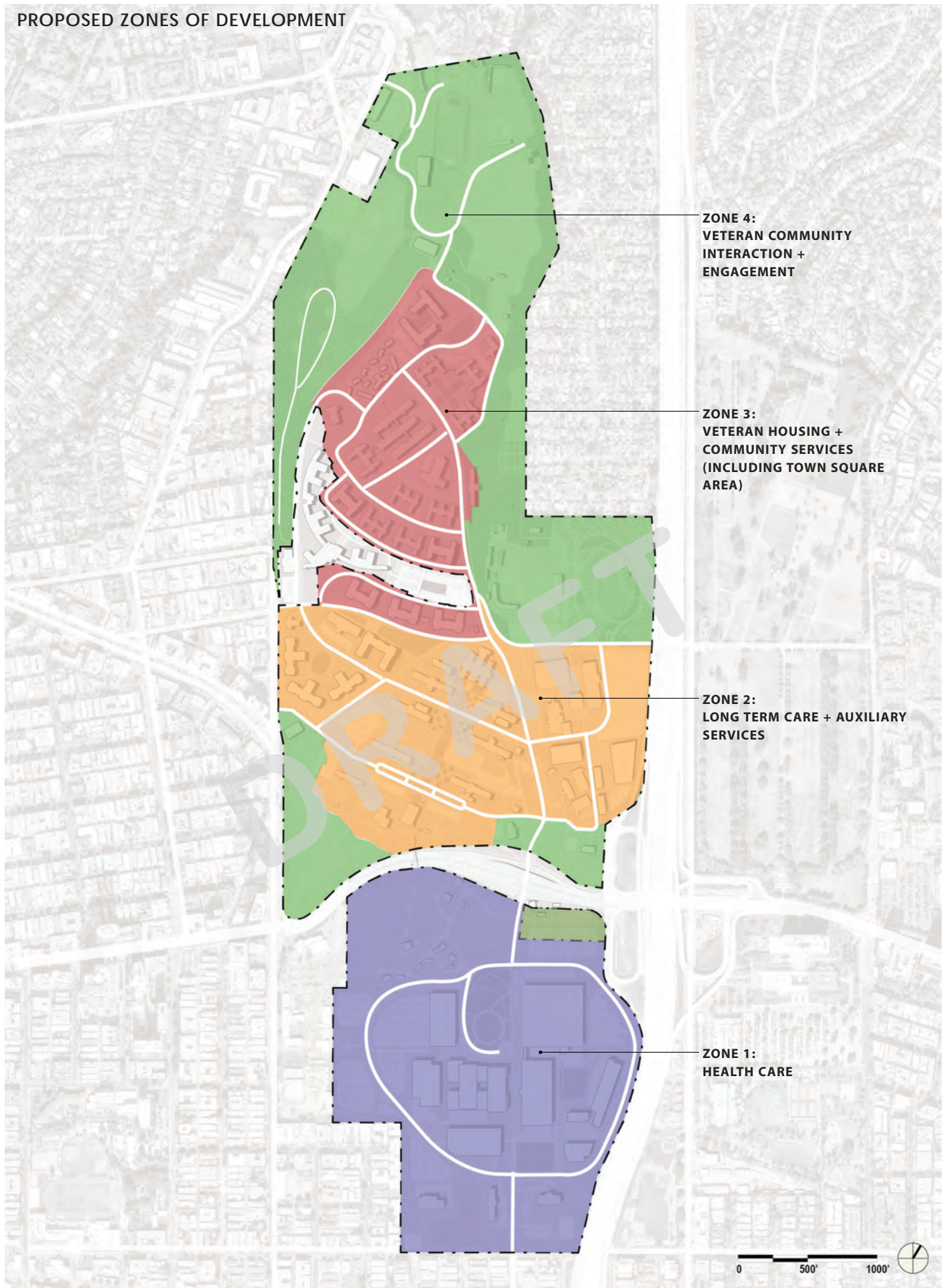
with proposed changes that don't envision significant new buildings outside of new Permanent Supportive Housing west of Dewey. Centered around Building 13, this zone should contain a welcome and orientation hub for the Campus to help direct Veterans to appropriate resources on site as well as in the community at large. It should include needs assessment services and facilities for placement in temporary housing. It should also house a central facility for the Veterans Benefits Administration, as well as offices for overall Campus administration. Other resources should include specialized services for homeless and disadvantaged Veterans that focus on trauma, mental health, traumatic brain injury, and the full array of addiction services. As one example, a Veteran Family Wellness Center (run by UCLA) in this zone should act as a center where Veterans, especially female Veterans and families, can access preventative care alternative healthcare services, case management, care coordination and peer services as well as assistance with legal matters, employment, educational needs, and family resilience programs that provide family, child, and caregiver support.

The Auxiliary Services area contains an array of facilities that support the functionality of the entire Campus. The industrial nature of this area should be retained while expanding programmatically to include job training, which is consistent with Veteran input.

### ZONE 3: VETERAN HOUSING + COMMUNITY SERVICES (INCLUDING TOWN SQUARE AREA)

This zone includes primarily Permanent Supportive Housing consistent with VA's Housing First strategy and the Draft Community Plan. Such housing conceptually can consist of studios, one, and two bedroom apartments for Veterans, some potentially tailored for families with children. The housing should be organized and clustered into smaller neighbor-

**PROPOSED ZONES OF DEVELOPMENT**



**ZONE 4:  
VETERAN COMMUNITY  
INTERACTION +  
ENGAGEMENT**

**ZONE 3:  
VETERAN HOUSING +  
COMMUNITY SERVICES  
(INCLUDING TOWN SQUARE  
AREA)**

**ZONE 2:  
LONG TERM CARE + AUXILIARY  
SERVICES**

**ZONE 1:  
HEALTH CARE**



hoods, each with its own points of access that provide various levels of seclusion or privacy. All housing should be supported by basic and specialized services for their respective residents.

### *Town Square Area*

This area, at the center of the North Campus, is an area of focus for resident and non-resident Veterans from across the Campus and the region. It connects with each of the principal neighborhoods where Veterans can socialize at a fitness center or café, participate in events in the Town Green, attend outdoor concerts, coordinate a volunteer effort, develop employment opportunities, grab a bike to ride around the property or access transit.

### **ZONE 4: VETERANS COMMUNITY INTERACTION + ENGAGEMENT**

Surrounding most of the site, this zone is the most permeable area of the Campus, where Veterans have direct access to the surrounding community, and where re-integration becomes manifest in Veteran employment opportunities. Zone 4 also encompasses the major open spaces of the Campus, including the Grand Lawn, Wadsworth Park, all three arroyos, and open recreation fields to the north. The outer ring connects the chapel to other peaceful spaces and outdoor environments for reflection, relaxation, and appropriate Veteran focused events.



## HOUSING ON CAMPUS

This Master Plan 2022 update provides for significant housing on the Campus. This includes not only new Permanent Supportive Housing, but also everyday shelter and transitional housing that includes Bridge Housing, Community Living Care, Domiciliary, and Transitional Housing, that together will form a continuum of housing and care. VAGLAHS' total GPD bed count (including New Directions beds in building 116) across all program modalities is 1,009. When combined with the anticipated nearly 1,850 additional future residents, the West Los Angeles Veterans Affairs Historic District will eventually be a neighborhood for nearly 3,000 Veteran residents. The Housing First approach for the WLA Campus is on a multi-year delivery timeline with 800 units anticipated to be in pre-construction and construction by Fiscal Year 2023.

The VA's plan for Permanent Supportive Housing on the North Campus is more completely articulated in the Draft Community Plan, found in Appendix C.

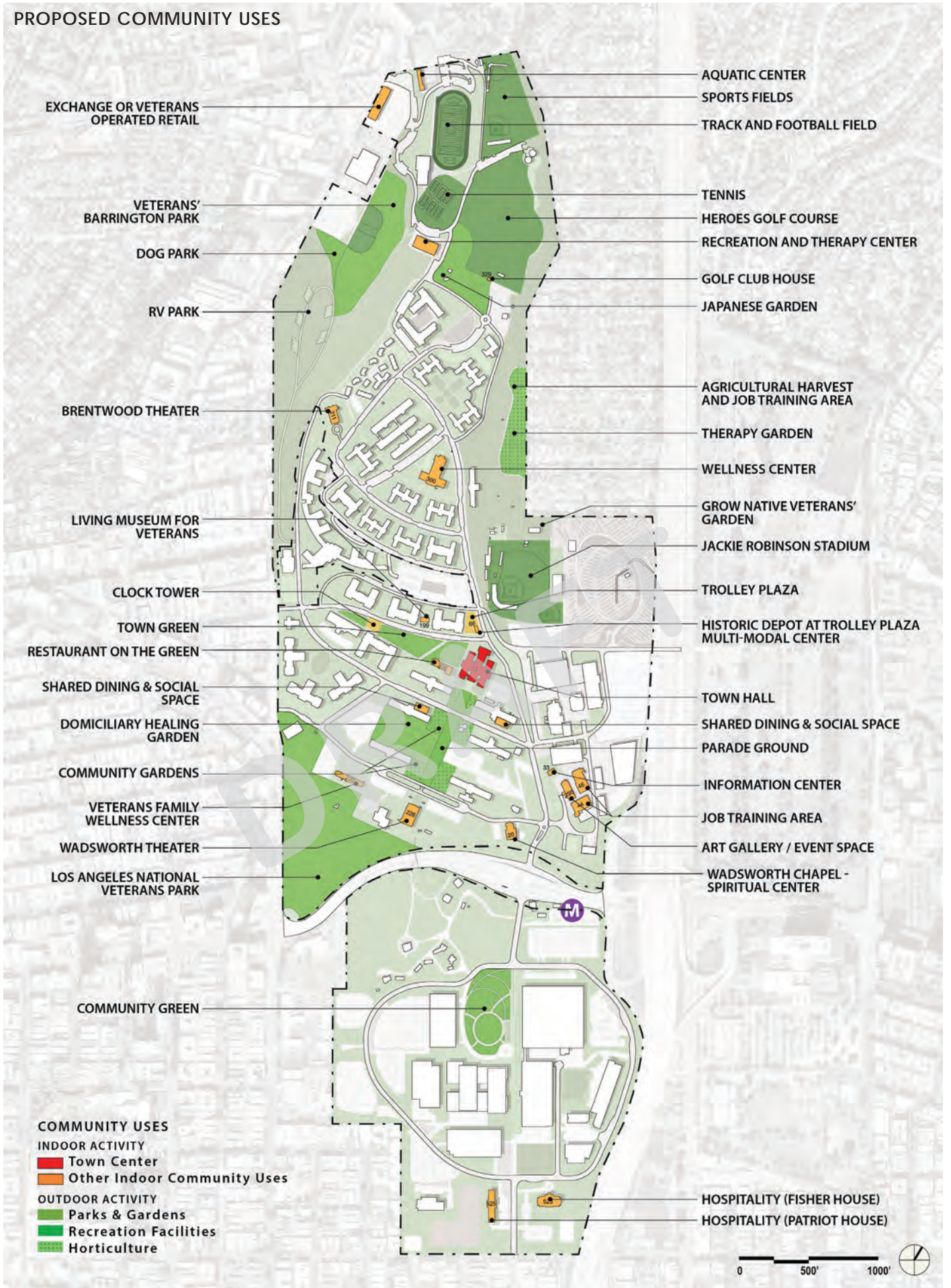


## COMMUNITY USES

- Most of the community-wide functions are concentrated around the Town Green that faces Pershing Avenue – the main street of the North Campus.
- As the Town Wall, Building 13 will accommodate several community-serving programs & uses. This building occupies a prominent location to the east of the Town Green and at the north end of the Parade Grounds. In addition to housing, Building 13 will include some services to address the wellbeing and preventative care concerns of Veterans, providing a social hub and gathering place for the community. Building 13 will work in conjunction with Building 300 to provide a continuum of services for Veterans and families.
- The support service hub of the Campus will be the Wellness Center in Building 300. This building is central to the majority of the housing, which is north of the CalVet home. 15,000 square feet of the building has been designated as support service space for a wide variety of services and amenities, including case managers, VA professional staff, a food bank, legal clinic, peer navigators from the County, telehealth spaces, etc. Building 300 will also provide "One Stop" homeless prevention services for Veterans in the wider community, similar to the homeless prevention programs provided at Patriotic Hall in the City of Los Angeles. In addition, it is anticipated that mental health services and career/workforce resources, and women counseling resources will be provided here.
- Conference rooms and group rooms will provide space for meetings, benefits counseling and self-help groups (AA, NA, PTSD, Financial Literacy, Anger Management, Healthy Living, etc.). There will be a computer room, barber chair and exercise room in the building as well as a VCS coffee shop in the main lobby.
- Development within the Arroyo subarea in Zone 4 is also intended to host community-serving functions, specifically arts and culture related uses, centered around the Brentwood Theater.
- Open spaces across the North Campus will be enhanced to include community-serving uses and various programs. This update builds upon the landscape program identified in the West LA VA North Campus Draft Community Plan and applies similar ideas to the entire WLA Campus. The proposed program will include outdoor opportunities for relaxation, refectation, recreation, active mobility, dining, culture, and learning.
- An area for job training has been identified within the Auxiliary Services Area in Zone 2 of the WLA Campus. The consolidation of some of the engineering services in this area will open up some of these industrial buildings for adaptive reuse. For example, the steam plan in Building 295 is being phased out and this structure could be converted into a job-training facility with an event space.



PROPOSED COMMUNITY USES



EXCHANGE OR VETERANS OPERATED RETAIL

VETERANS' BARRINGTON PARK

DOG PARK

RV PARK

BRENTWOOD THEATER

LIVING MUSEUM FOR VETERANS

CLOCK TOWER

TOWN GREEN

RESTAURANT ON THE GREEN

SHARED DINING & SOCIAL SPACE

DOMICILIARY HEALING GARDEN

COMMUNITY GARDENS

VETERANS FAMILY WELLNESS CENTER

WADSWORTH THEATER

LOS ANGELES NATIONAL VETERANS PARK

COMMUNITY GREEN

AQUATIC CENTER

SPORTS FIELDS

TRACK AND FOOTBALL FIELD

TENNIS

HEROES GOLF COURSE

RECREATION AND THERAPY CENTER

GOLF CLUB HOUSE

JAPANESE GARDEN

AGRICULTURAL HARVEST AND JOB TRAINING AREA

THERAPY GARDEN

WELLNESS CENTER

GROW NATIVE VETERANS' GARDEN

JACKIE ROBINSON STADIUM

TROLLEY PLAZA

HISTORIC DEPOT AT TROLLEY PLAZA MULTI-MODAL CENTER

TOWN HALL

SHARED DINING & SOCIAL SPACE

PARADE GROUND

INFORMATION CENTER

JOB TRAINING AREA

ART GALLERY / EVENT SPACE

WADSWORTH CHAPEL - SPIRITUAL CENTER

HOSPITALITY (FISHER HOUSE)

HOSPITALITY (PATRIOT HOUSE)

COMMUNITY USES

INDOOR ACTIVITY

Town Center

Other Indoor Community Uses

OUTDOOR ACTIVITY

Parks & Gardens

Recreation Facilities

Horticulture

# OPEN SPACE ARMATURE

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## NATURAL SETTING

Open space is a key component of the WLA Campus and this Master Plan 2022 update attempts to frame the beauty of the Campus and provide a positive impact on the quality of life and Veterans' health and well-being. The site's relatively low-density development yields an abundance of open space throughout the Campus today. It is this Master Plan update's intent to conserve the existing open space and to enhance it in a concentrated and meaningful way. Outdoor space can be preserved to accommodate outdoor activities, recreation, walking paths, and gardens and to contribute to the overall beauty and natural tranquility of the site. It would also conserve the site's existing natural features to maintain and call attention to their role in environmental quality management. The general vision for the Campus landscape is to relieve the site of its institution-like structure. The site has great natural features that can be restored and maintained, to capitalize on the varying topography and mature trees throughout the site. This would help create a softer setting for the Veteran community.

## OPEN SPACE CONNECTIVITY

This Master Plan 2022 update defines a belt of green space that borders the majority of the Campus. The 'Grand Lawn' running parallel to Wilshire Boulevard is connected to the northern recreational open space and the Heroes' Golf Course through a landscape buffer that runs along the western edge of the Campus and includes the Arroyo. A similar band is repeated on the eastern bluff and separates the more secure areas of the North Campus from the more public areas of the Campus. The ring of open space can feature restored natural landscape as well as walking and bike paths that can be used for leisure as well as ways of circulating around the Campus. Inside the loop of open space will be the thriving heart of the Campus.

While the landscape buffer does not act as a literal barrier around the Campus, it differentiates the WLA Campus from its surrounding urban context. The landscaped outer ring acts as a marker that tells community members, Veterans, and passersby that the Campus is a distinctive space. As the majority of open space defines the Campus edge, it is the area where public interface is most visible and effective. Veterans Park, (formerly known as Barrington Park), the Dog Park, the Japanese Garden, the northern recreational facilities, the Heroes' Golf Course, the 'Grand Lawn', and Wadsworth Park would serve the recreational and park needs of Veterans and can have controlled access for Veteran residents of the surrounding community.

## LEGACY OPEN SPACE FEATURES

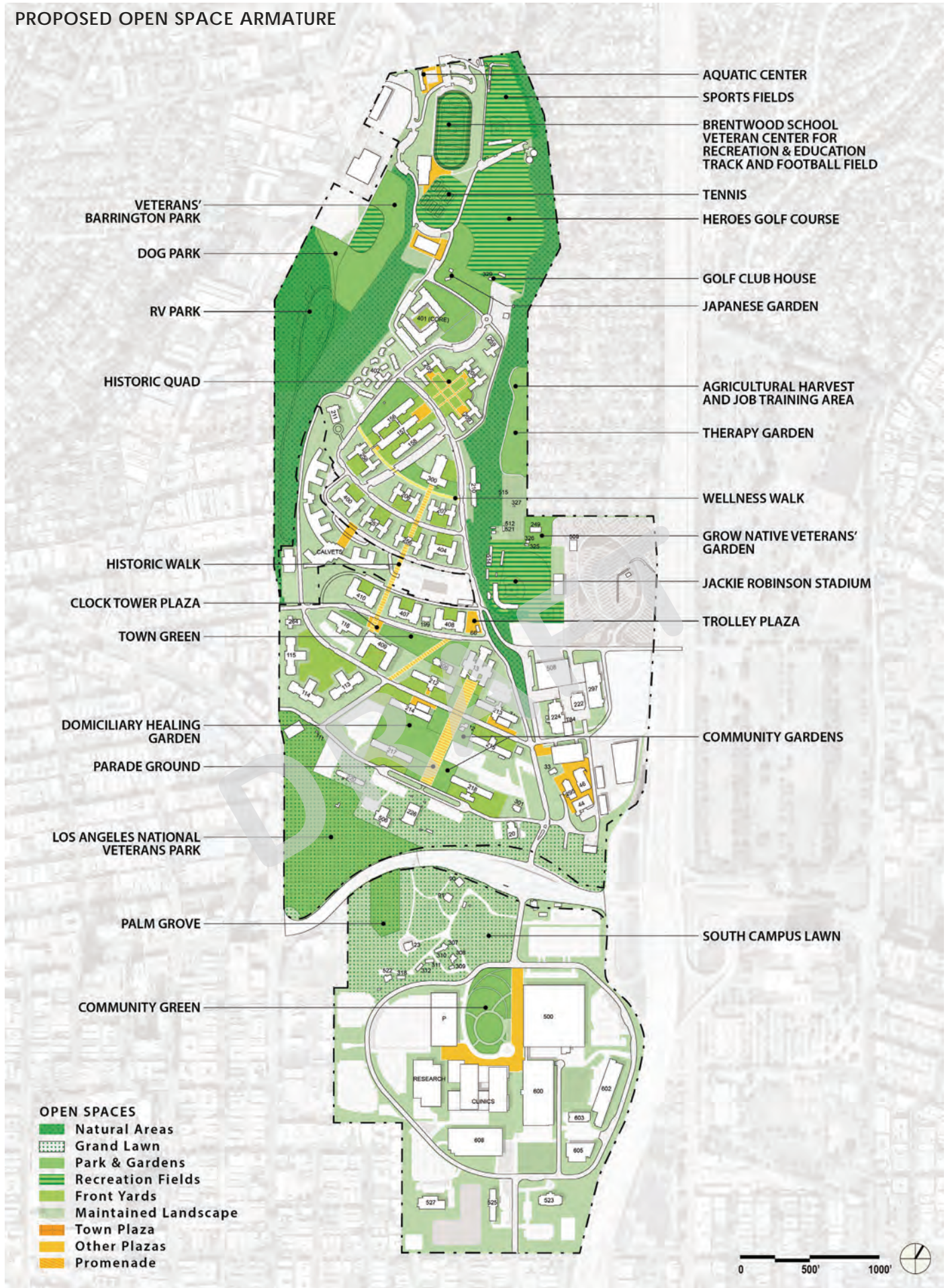
There are a number of historical landscape features that were considered in the development of this update. The plan accommodates many of the mature trees on Campus, particularly eucalyptus groves located in the 'Grand Lawn', along the western arroyo and lining Bonsall Avenue along the eastern bluff. There are many mature Moreton Bay Fig trees located in the recreational space on the north side of Campus as well. These trees can be preserved in the development of recreational areas.



Mature trees on Campus



PROPOSED OPEN SPACE ARMATURE



# CIRCULATION & ACCESS

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## VEHICULAR CIRCULATION

### STRATEGIC IMPROVEMENTS

This historic road network that survives on the Campus reflects the site's incremental development over time and presents at least eight different "grids" or systems of traffic circulation. Each of these different grids helps to define the neighborhood of buildings that it serves, but presents significant issues of connectivity among the neighborhoods, and contributes to difficult way finding within the Campus. The proposed road concept builds upon the existing roadway infrastructure, adding segments for purposes of connection as the need for those connections arises, particularly in the vicinity of the Town Square area. As detailed in the Principal Developer's Draft Community Plan, some existing segments are improved for character and capacity. Additionally, some segments are identified for realignment and repurposing to promote and improve internal neighborhood pedestrian circulation.

### POROSITY AND REDUNDANCY

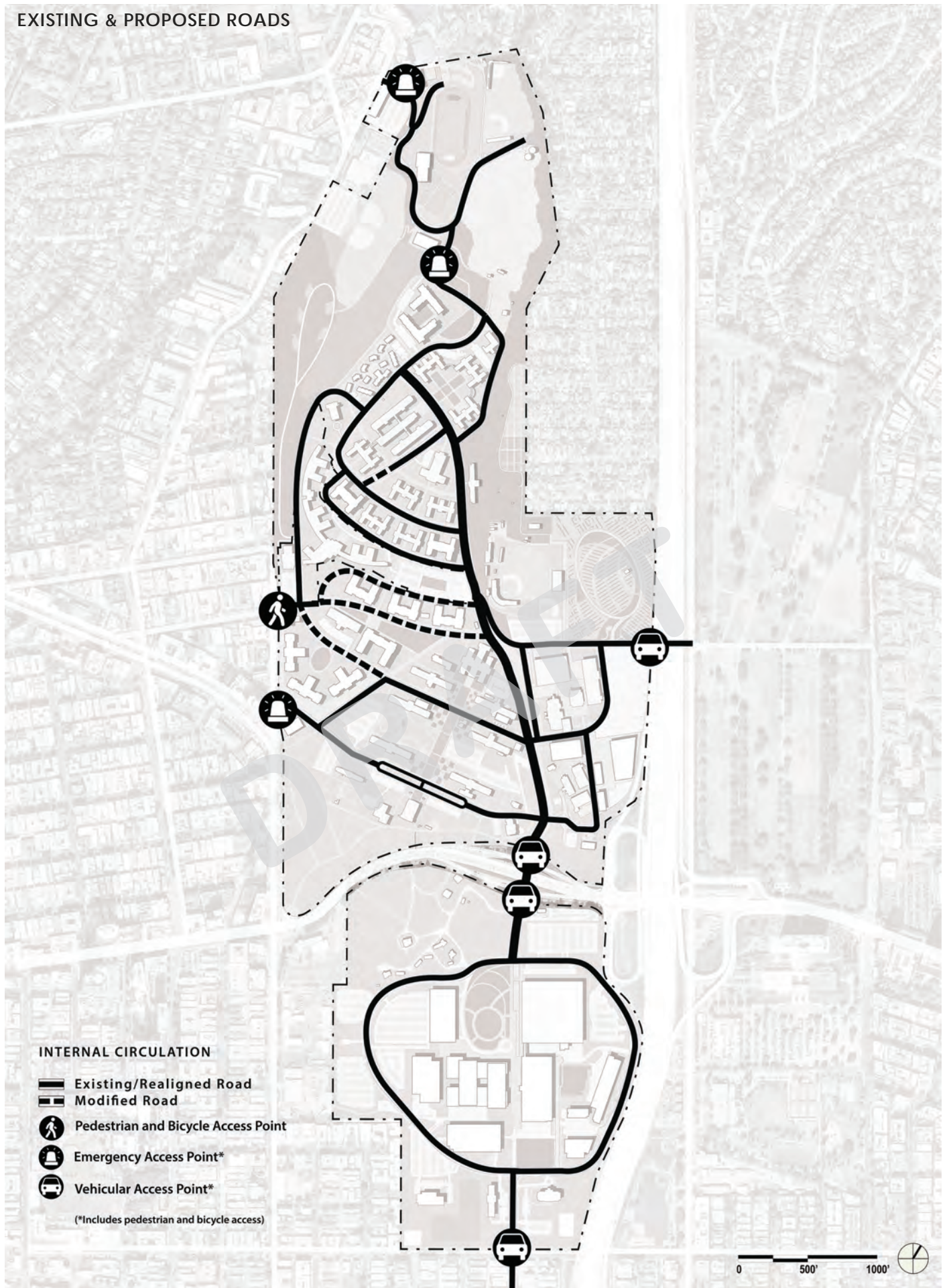
A major issue in the improvement of the road network is that of through-circulation. Historically, there have been several points of access to the Campus from the surrounding public

streets. In recent years, these access points have been closed due to security considerations, and concerns among Veterans that these access points would encourage the community at large to use the site as a short-cut or pass-through. As a result, private vehicle circulation within the site has been severely constrained by the lack of points of egress, and by concentrating site access to the crossing of Bonsall Avenue and Wilshire Boulevard. The circulation network for cars retains these limited access points, made all the more important by the anticipated increased traffic in the area once the Metro Station opens. The access points on Bonsall Ave and Constitution Ave are anticipated to be gate-controlled, further limiting public cut-through traffic. Connections to areas outside of the Campus areas for emergency use are proposed at the San Vicente gate and in the northern Campus at Brentwood Village and just north of MacArthur Field. Emergency access points allow for pedestrian and bicycle access. South of Wilshire, Master Plan 2022 retains the existing loop road network and access points at Wilshire/Bonsall and Ohio/Bonsall. As the plan for Zone 1 is in-process, new road connections, including the eventual transition to a grid road network, are under evaluation. The opening of the Metro Station, which is anticipated to happen in 2027, will create some level of new congestion in the South Campus area. Metro has committed to ongoing monitoring and mitigation of traffic-related issues caused by the station. Controlled access to the north campus may eventually be required to avoid the Campus being used as a park and ride for the Purple Line terminus.



View of Nimitz Avenue

# EXISTING & PROPOSED ROADS



## PARKING

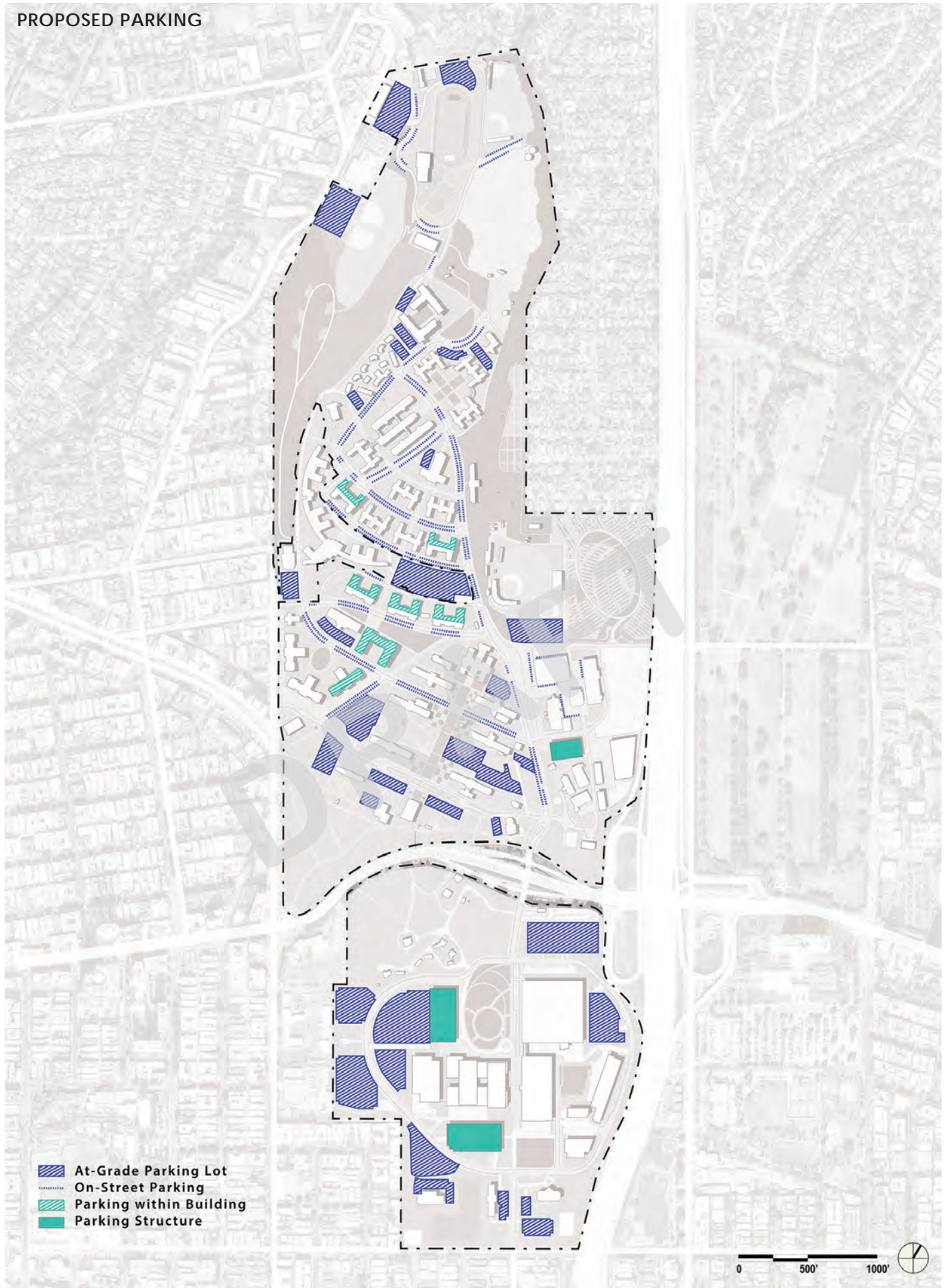
While the emphasis in this Master Plan 2022 update is to promote transportation outside of personal vehicles, the demand for some amount of parking will continue for the foreseeable future. It is expected that demand will reduce as public transportation infrastructure matures and shuttle routes are optimized, so overbuilding parking at the outset should be discouraged. The plan carefully designates various types of parking to strategically meet demand and manage cost and function, dispersed throughout the Campus.

- The plan utilizes surface parking, three parking structures, building-integrated parking in a few instances, and street parking designed into the newly connected road system. This mix of various parking types should help to relieve the construction costs.
- Residential parking is proposed to be provided at 0.3 spaces per unit and community use parking at 1 space per 500 square feet.
- To mitigate for the loss of parking due to the Metro Station, a new parking garage for sole use by Veterans and staff will be built by Metro. A second garage is planned to be built by the VA to offset surface parking lost to new development as well as new demand created by that development.
- Electric vehicle and accessible parking will be provided within garages, on-site lots or curbside within closest reasonable proximity to primary pedestrian entrance to building.
- The expansion of curbside parking aids in traffic calming while also distributing parking capacity more evenly throughout the campus.



Street parking on Bonsall Avenue

PROPOSED PARKING



## CAMPUS TRANSIT

### INTERFACE WITH REGIONAL TRANSIT

Master Plan 2022 aims to work with public transit, including Metro Bus, Big Blue Bus, Metro Rail and LADOT, to create accessible and efficient public transportation to and from the Campus. Key to creating an integrated mobility plan is coordinating the various mobility modes (driving, transit, cycling, etc.) to make navigating the Campus easy and logical for Veterans and VA personnel. The new Metro Station, anticipated to open in 2027, is the logical nexus of regional transit and Campus mobility. This transit hub will link the internal Campus shuttle to regional transit, allowing residents, visitors and staff to access all areas of the Campus without needing a personal vehicle.

### INTERNAL SHUTTLE

The shuttle alignments are located to reduce vehicle traffic inside the Campus, bring Veterans into the Campus and provide a convenient, efficient and safe way for Veterans to move throughout the Campus to reach the entirety of services available to them. There are two shuttle lines planned for the Campus:

- “Internal” Shuttle Route. This shuttle circulates through the majority of the inhabited Campus, running among the housing areas in the north, ultimately to the medical facilities south of Wilshire. The shuttle stop at the Metro Station should be clearly identified and differentiated to help guide users. This shuttle is not envisioned as a static route, but is anticipated to evolve as construction across the Campus progresses.

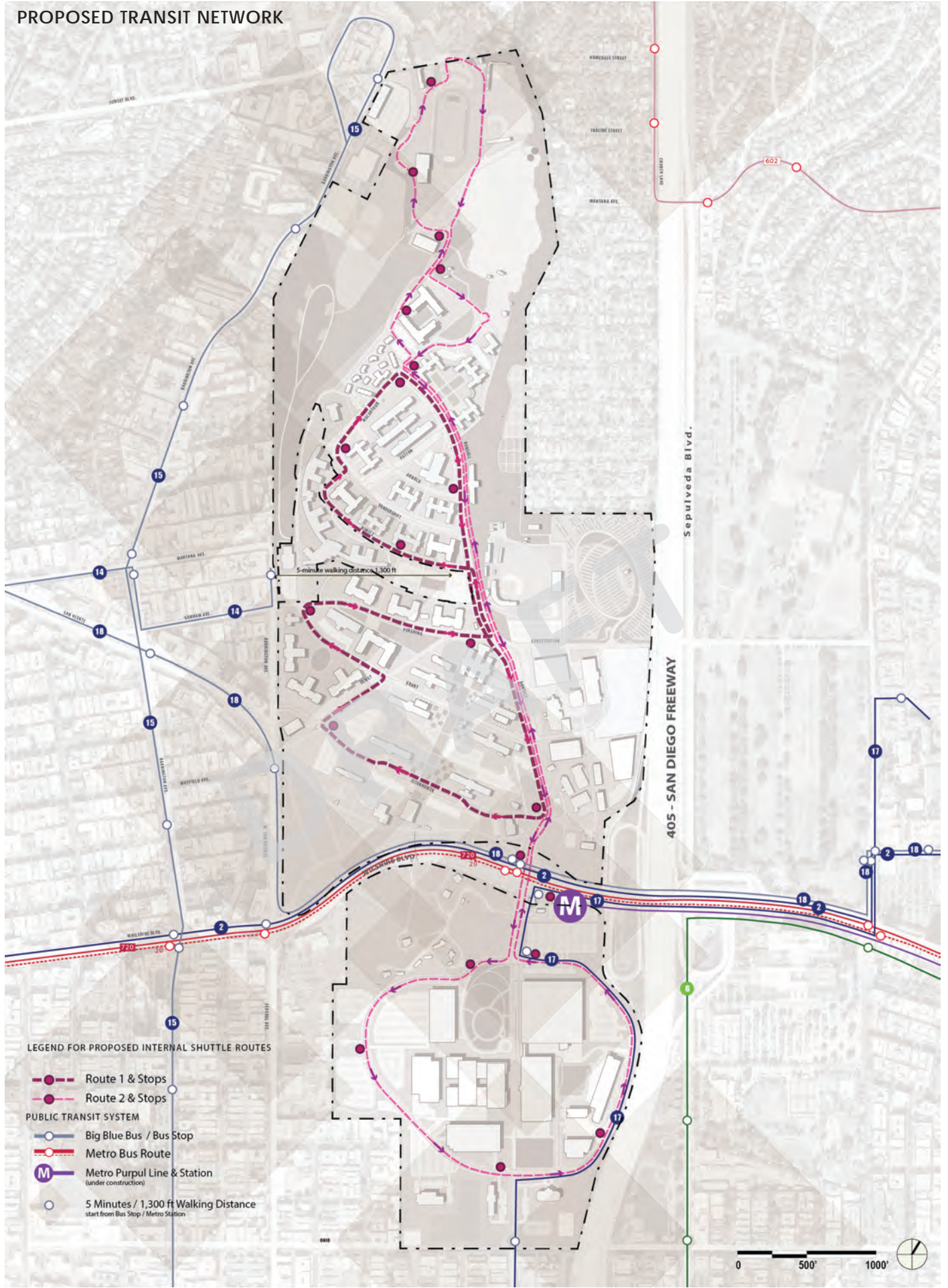
- “Spine” Shuttle Route. This shuttle is envisioned to be a direct, north-south route that gives short ride times between and the activity and population centers in the North Campus and the Metro Station and medical facilities in the South Campus. During certain times of the day, it may extend to reach the recreation facilities located in the northern-most parts of the Campus.

The proposed shuttle routes are planned to supplement existing Disabled American Veterans (DAV) on-demand service.



Campus shuttle stop at Bonsall Avenue

# PROPOSED TRANSIT NETWORK



## ACTIVE MOBILITY - BICYCLE, SCOOTERS

This Master Plan 2022 update prioritizes active mobility, along with pedestrian movement, throughout the WLA Campus. This is a significant departure from how people get around today, requiring a retrofit of existing roads and creation of new paths and routes. Features of the network include:

- A redesigned Bonsall Avenue, which is the primary bicycle connector, proposed to incorporate a Class 1<sup>1</sup> bicycle path along its eastern side.
- Shared-use trails and Class 1 paths that radiate off of, and connect with the Bonsall Avenue spine.
- Bike parking at numerous activity nodes across the Campus, including a hub at the Metro Station
- A potential micro-mobility share station and bike shop in the Town Square area
- A potential second connection between North and South Campus via a bridge over Wilshire Blvd.

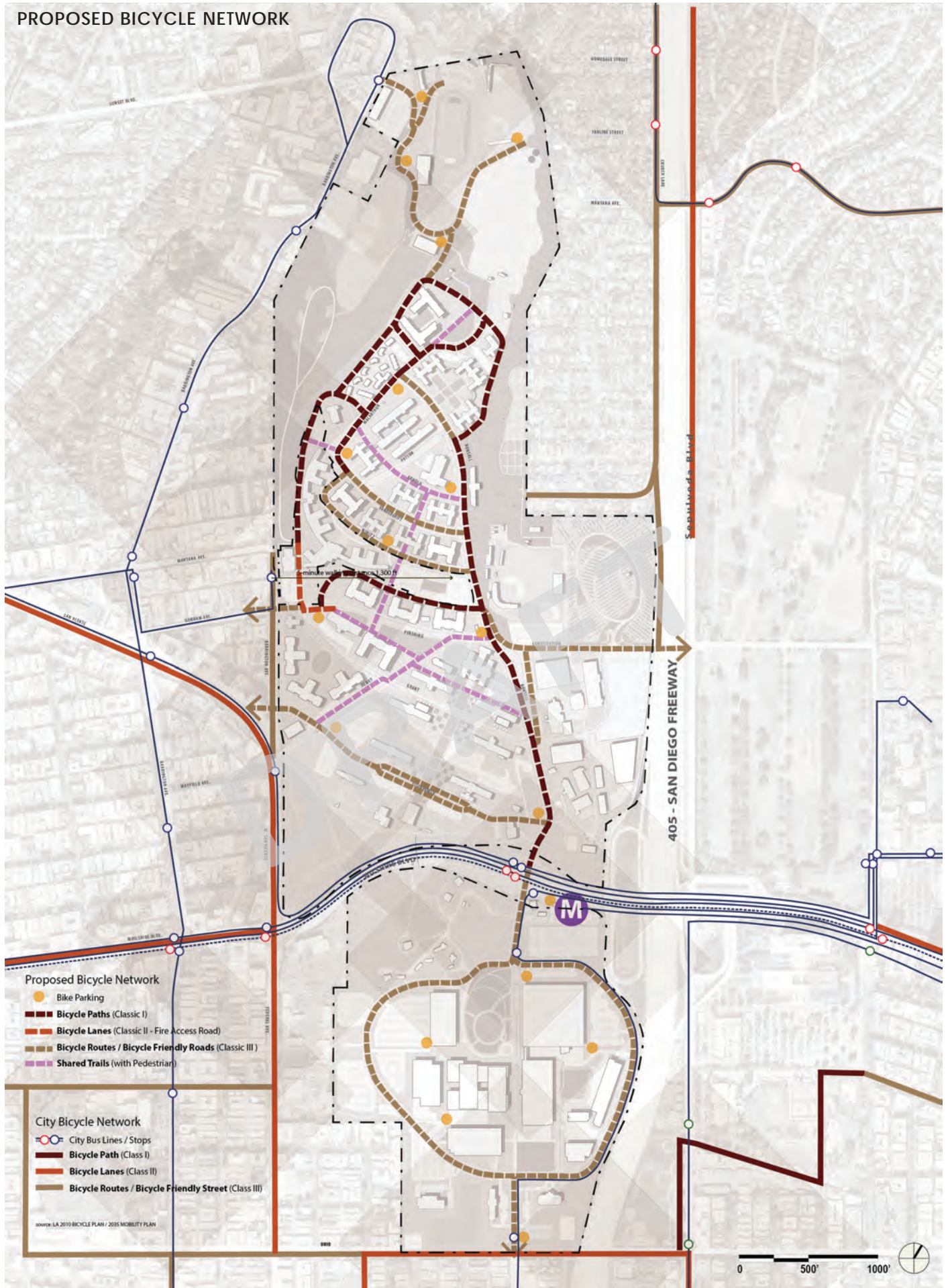
The proposed bike routes would also connect to existing routes in the surrounding areas. A Class 1 bicycle path can connect from the Town Square area, through the western side of the North Campus and on to the existing bike route along San Vicente Boulevard and Federal Avenue. In the eastern direction, this bike path also connects through Constitution Avenue to a bike route along Sepulveda Boulevard. In the South Campus, there is an opportunity to connect Wilshire Blvd and the Metro Station to areas south via bike paths on the Dowlen Drive loop road.



1. Class I Bikeway (Bike Path) are off-street paved bikeways. They are separated from vehicle traffic.



# PROPOSED BICYCLE NETWORK



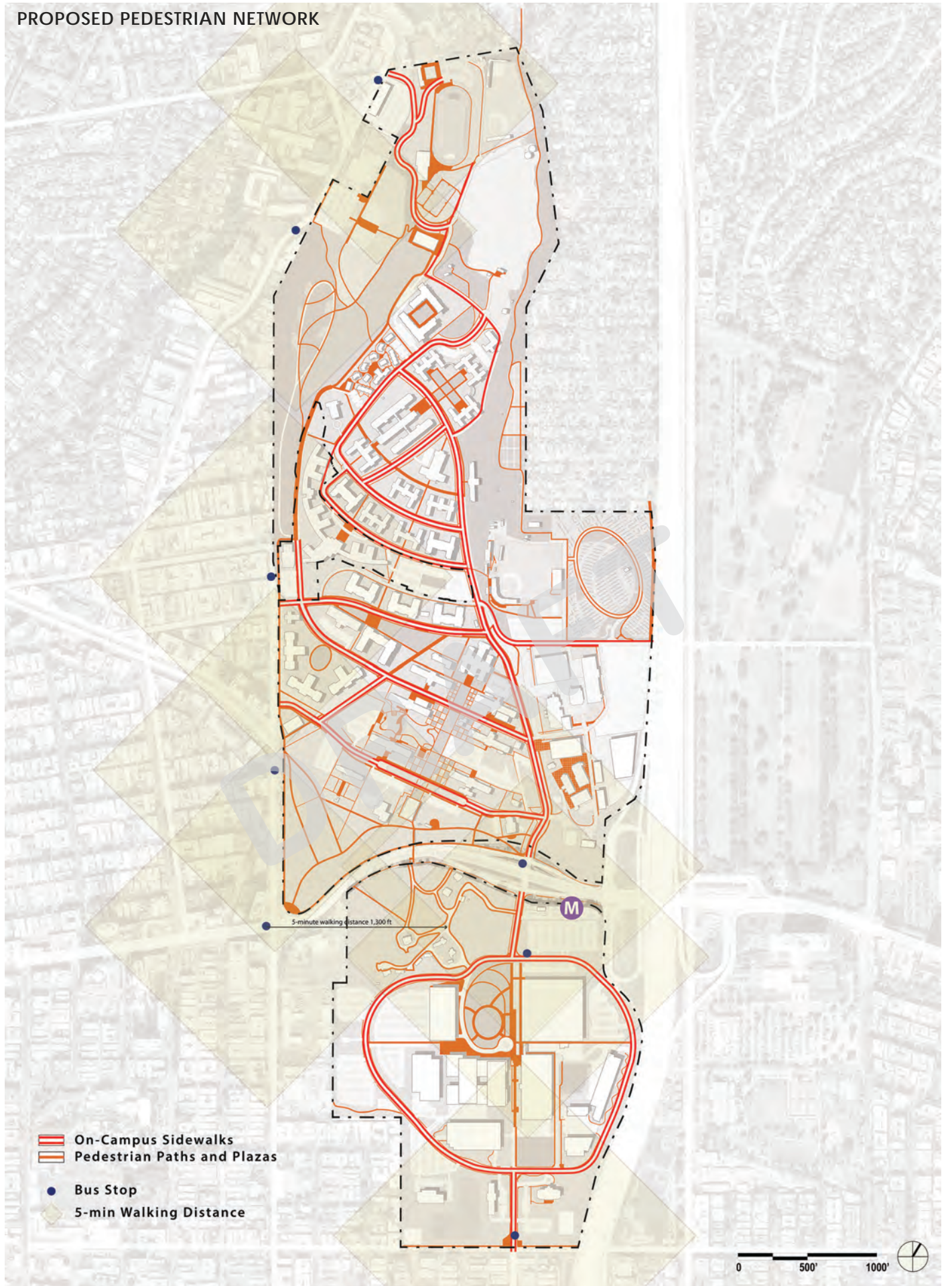
## PEDESTRIAN CIRCULATION

Despite a park-like setting and predominantly gentle topography, pedestrian circulation on the Campus today is disjointed. The Principal Developer's Draft Community Plan emphasizes a shift towards pedestrian orientation and this update applies that attitude site-wide. Developing a logical and connected network of sidewalks and paths is a priority in Master Plan 2022.

- The meandering road system in the North Campus often creates long walks between destinations when following the sidewalks. Internal paths that cut through long blocks will make a more usable pedestrian network.
- The pedestrian “Spine” of the Campus located along Bon-sall Avenue is the only link to the Metro Station, and as such, the sidewalks should be widened and intersections enhanced on both North and South Campus to increase safety and promote use. Many of the Campus resources are located along this thoroughfare, including residential areas, the Chapel and the medical facilities, and can be a convenient route for residents and visiting Veterans alike.
- Plans for the Community Plan area are for sidewalks to be upgraded as part of street projects to include landscape and street trees.
- The proposed Historic Walk is a promenade that links housing areas and the pedestrianized Arnold Avenue in the northern Campus to the Town Square area, and eventually to the Parade Grounds between Building 13 and the Wadsworth Theater.
- A second pedestrian link between North and South Campus, a bridge across Wilshire Blvd, is proposed to link the open spaces on both sides of the street.



# PROPOSED PEDESTRIAN NETWORK



# BUILDING DISPOSITION & CONSTRUCTION

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## RECOMMENDATIONS FOR ADAPTIVE REUSE, NEW CONSTRUCTION & DEMOLITION

This 2022 Master Plan proposes a balance of rehabilitation and re-use of historic buildings and sensitively scaled and sited new construction that retains the integrity of the historic district.

### BUILDINGS FOR ADAPTIVE REUSE

Adaptive reuse is an approach that provides a compatible use for a historic property through repair, alterations, and additions while also preserving the character-defining features that convey the property's social, historical, cultural, and/or architectural values. This allows historic structures that no longer serve their original purpose to be retained and converted to house functions that are needed on Campus. Among the overarching features of the Master Plan, those relating most closely to historic preservation issues and the National Register-listed historic district include:

- Retaining a majority of the historic resources on the North Campus and reusing them; Where possible, reusing buildings in accordance with their original use. This will decrease the need for wide-scale removal or alteration to character-defining features and spaces.
- Outside of the individually listed historic buildings, there are buildings that contribute to the Historic District and are of a special quality and character. These buildings, including Buildings 13, 33, 211, 226, and 295 should be prioritized for adaptive reuse.
- In certain instances, relocating buildings is necessary to free-up land for new construction and provide a more appropriate setting for the proposed new use of that building. In this update, Building 66 is proposed to be relocated to a nearby site, giving this historic structure new prominence.

### SELECTION OF NEW CONSTRUCTION/IN-FILL OPPORTUNITY SITES:

1. Areas on the periphery or outside of the Historic District.
  - MacArthur Field
  - Non-contributing areas<sup>2</sup> in Zone 1 (near hospital)
2. Areas with lighter concentrations, or fewer unified collections, of character-defining site features, streetscapes, or landscapes like in the Ancillary Service Area.
3. Areas where the historic setting has been altered with non-contributing buildings and/or site features constructed outside the period of significance (most commonly, these consist of asphalt surface parking lots).
  - Parking Lots 18, 20, 38, 48, and 49
  - Leased parking lot at Brentwood Village

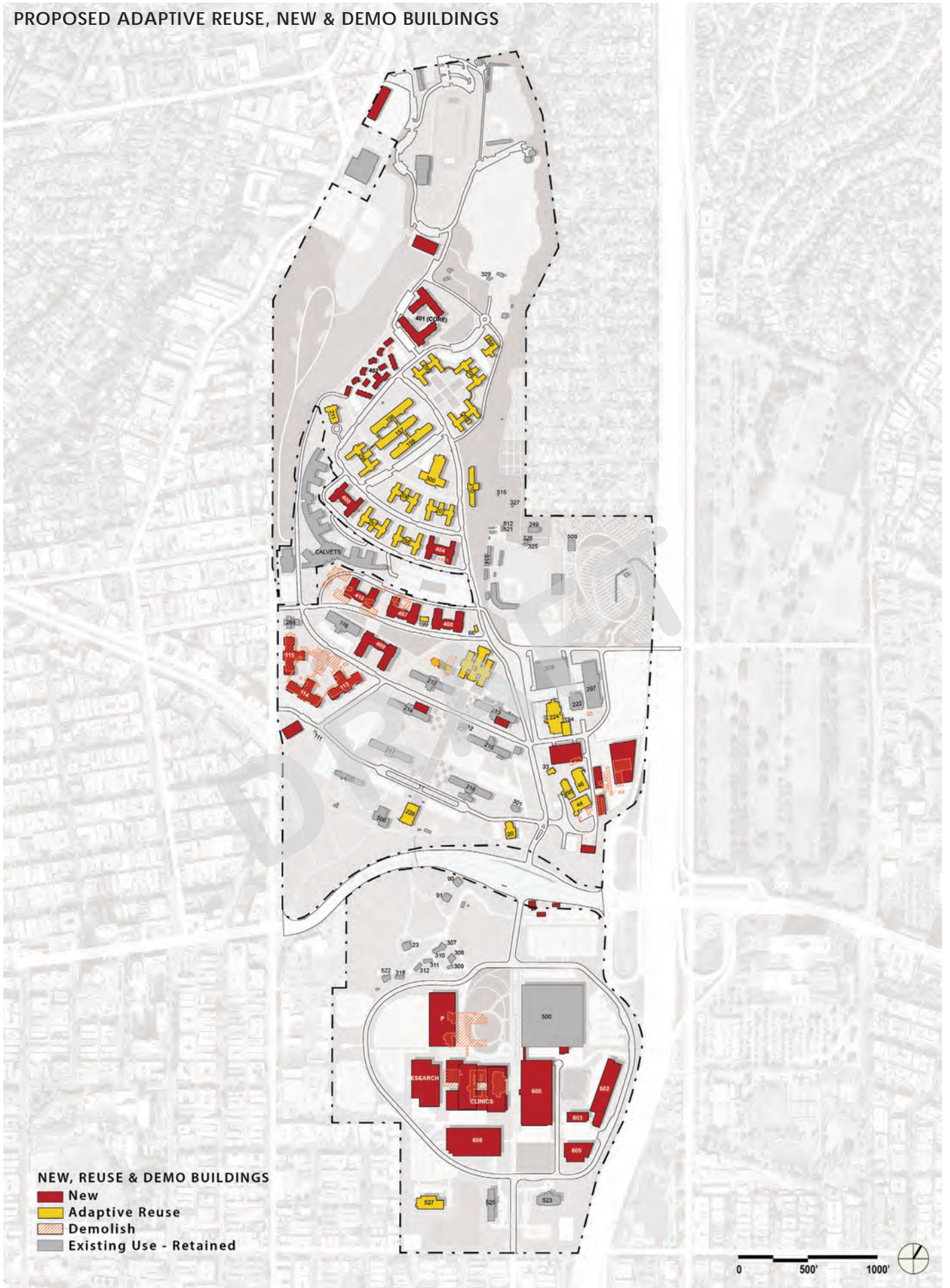
### POTENTIAL BUILDINGS FOR DEMOLITION

To implement Master Plan 2022 and to provide the requisite number of housing units, it is necessary to demolish some structures to free land for new construction. These are typically incompatible, non-contributing properties and include:

- Buildings 233, 236, 264, and 337
- Buildings in the Research cluster, principally Buildings 113, 114 & 115. Building 113 is a non-contributing building within a contributing site plan.
- Non-contributing buildings<sup>1</sup> in the Ancillary Service Area and South Campus

2. These areas/ buildings have not been identified in the CHRP (VA GLAHS West Los Angeles Campus Historic Resource Plan 2021) as contributing resources to the WLA VA National Register Historic District.

PROPOSED ADAPTIVE REUSE, NEW & DEMO BUILDINGS



- NEW, REUSE & DEMO BUILDINGS**
- New
  - Adaptive Reuse
  - Demolish
  - Existing Use - Retained



# INITIAL CONCEPTS FOR SELECTED LOCATIONS

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## ZONE 1 - HEALTH CARE AREA

The design and program for the South Campus are in-progress, however numerous under-construction and contemplated projects will set the tone for what will develop over the coming decades. The office of Construction and Facility Management at VA central offices has the lead for all health-care major projects.

### Under Construction

- Metro Station - The terminus of the Metro Purple Line from Downtown to West LA, anticipated to open in 2027.
- Central Kitchen - Replacement of a facility on the North Campus, anticipated to open in 2022.

### Contemplated Projects (Near Term)

- Critical Care Center - A new hospital to replace the functions in Building 500.
- Central Utility Plant and Boiler Plant - New facilities to modernize and replace existing infrastructure.
- Parking Structures - One parking garage, built by Metro as mitigation for lost parking due to the new Metro Station and another garage to replace lost surface parking due to increased development in the South Campus area.

Future projects, which are currently planned but not funded or designed, include a new Ambulatory Care Clinics facility, located south of the proposed Community Green, and a research facility that will house the research functions currently located on the North Campus.

Due to seismic issues, the future of Building 500 is unknown. It could be retrofitted and reused or demolished and replaced with other health-care related functions. As of October 13, 2021, VA's Office of Construction & Facilities Management (CFM) is exploring an alternative option for the Long Term Phase of Zone 1 that would renovate a portion of Building 500 to house the clinical functions associated with the Ambulatory Care Center (outpatient services) rather than construct a new outpatient facility through VA's Major Project Program.



Building 500

## RENDERING OF SOUTH CAMPUS HEALTHCARE REINVESTMENT OPTIONS



- |   |                         |   |                                     |    |                              |     |               |
|---|-------------------------|---|-------------------------------------|----|------------------------------|-----|---------------|
| 1 | PARKING STRUCTURE       | 5 | SCE SUBSTATION                      | 8  | BOILER PLANT                 | 500 | HOSPITAL      |
| 2 | RESEARCH FACILITY       | 6 | PARKING STRUCTURE<br>(METRO FUNDED) | 9  | NEW CENTRAL UTILITY<br>PLANT | 523 | FISHER HOUSE  |
| 3 | AMBULATORY CARE CLINICS | 7 | CRITICAL CARE CENTER                | 10 | KITCHEN                      | 525 | PATRIOT HOUSE |
| 4 | STORM WATER RETENTION   |   |                                     |    |                              |     |               |

## ZONE 2 - AUXILIARY SERVICE AREA

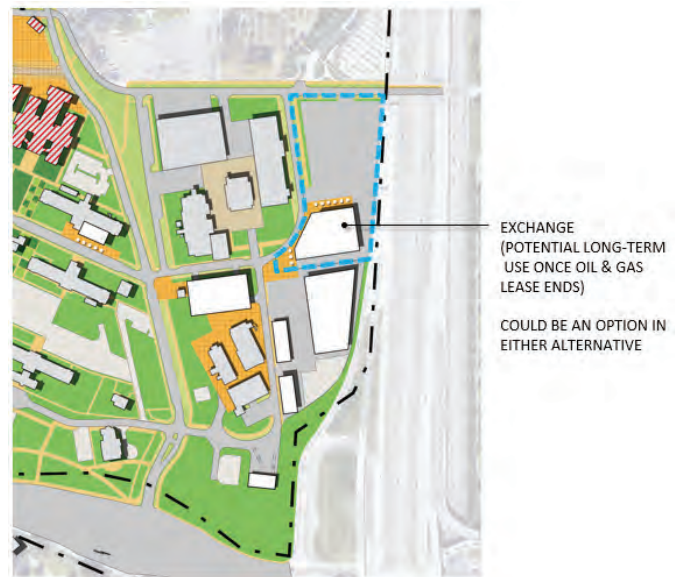
This area contains much of the back-of-house and supportive functions for the Campus. North of Constitution, the Columbarium is planned to expand to the north and west and a new practice field south of Jackie Robinson Stadium will be shared with Veterans for a variety of sports and recreational activities. The 2016 Draft Master Plan envisioned a dramatic transformation that included job-training and reintegration functions. The update looks at how to keep the necessary supportive functions while providing the longer-term opportunity for job training activities.

- Consolidating the engineering facilities from Building 44 & 46 into Building 224, and co-locating them with existing VAPD uses that must remain in that facility. Buildings 44 and 46 could be adaptively reused for job training.
- Storage space is another big need, and this area can provide that in a Central Storage & Logistics Facility. This will help to take storage out of buildings, such as Building 13, that are planned to be rehabilitated.
- The Laundry (Building 508), Emergency Management (Building 222) and Warehouse (Building 297) are to remain as-is, with Building 297 potentially accommodating surge space.
- GLA is planning to replace the existing Steam Plant function currently in historic Building 295 with a new plant on the South Campus. Building 295 would be decommissioned and theoretically available for other uses such as an art gallery/event space.
- The historic Superintendent's House (Building 33) could potentially be converted into an information center with adjacent 2 level parking deck.
- The Hazardous Waste Storage building that replaces Building 233 is proposed to be located in the Knoll area.

This location, as well as alternates, is under evaluation.

- The current recycling yard, located to the west of the Columbarium, could be relocated to accommodate the Columbarium expansion. The proposed location is on the eastern edge of the property, adjacent to the 405 freeway ramp.
- Maintenance is proposed to be relocated to a new building directly to the west of the recycling center. Transportation can consolidate into a new building north of the proposed new Maintenance building.

The oil and gas lease property, located south of Constitution Ave and west of the 405 freeway, will be in place for likely another 15+ years. 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 an Retail Exchange and associated parking.





RENDERING OF PROPOSED AUXILIARY SERVICE AREA



- 1 OIL & GAS LEASE AREA

2 CENTRAL STORAGE & LOGISTICS FACILITY
- 3 TRANSPORTATION

4 BUILDING 259 REPLACEMENT (MAINTENANCE)
- 5 RECYCLING FACILITY

6 BUILDING 233 REPLACEMENT (HAZ-MAT STORAGE)
- 7 PARKING DECK

## ZONE 2 - LONG TERM CARE AREA

Master Plan 2022 envisions a light touch redevelopment approach in this area. This is done in consideration that additional housing, as was proposed in the 2016 Draft Master Plan, is no longer appropriate with the increase in units in areas to the north.

- The existing residential uses included the Community Living Centers and Domiciliaries are planned to remain as-is. Building 212 is being renovated to accommodate sub-acute mental health and transitional housing. In discussions with stakeholders, it was said that these facilities lack social space. A targeted proposal to address this issue is to create building additions to provide shared social and dining space. One addition would be to Building 213, with the space shared with Building 215. If it is determined that Buildings 212 and 214 also need more social space, an addition is proposed for Building 215 for shared use.
- Design exists to rehabilitate the open space between Buildings 214 & 217 and convert it into a Healing Garden.
- The Wadsworth Chapel lease has been executed and fund-raising is underway for its rehabilitation and future use as a spiritual center.
- The linear axis between Building 13 and the Wadsworth Theater is proposed to be rehabilitated as a Parade Grounds. This would require removing Parking Lot 36 and adding formal landscape. Additionally, Community Gardens are proposed along the Parade Grounds.
- In the future, as parking demand lessens with the introduction of other transportation modes, the Grand Lawn could be expanded along the full Wilshire frontage by removing on the surface parking lot between the Wadsworth Theater and Wadsworth Chapel.



RENDERING OF PROPOSED LONG TERM CARE AREA



- 212 MENTAL HEALTH
- 213 COMMUNITY LIVING CENTER DIALYSIS
- 213-00 213/215 SHARED DINING & SOCIAL SPACE
- 214 COMMUNITY LIVING CENTER DOMICILIARY
- 214-00 212/214 SHARED DINING & SOCIAL SPACE
- 215 COMMUNITY LIVING CENTER DOMICILIARY
- 217 COMMUNITY LIVING CENTER DOMICILIARY
- 218 ADMINISTRATION
- 226 WADSWORTH THEATER
- 506 VA DISTRICT COUNCIL
- 20 WADSWORTH CHAPEL - SPIRITUAL CENTER

- ① PARADE GROUNDS
- ② DOMICILIARY HEALING GARDEN
- ③ COMMUNITY GARDENS
- ④ EXPANDED GRAND LAWN

## ZONE 3 : TOWN SQUARE AREA

The Town Square area is organized around a central, grand Town Green with Pershing Avenue transformed into a main street, collectively reflecting those of small towns across the Nation.

This large park-like open space is the heart of the WLA VA North Campus and is designed to allow for large residential community events, and passive and active recreation. It includes bike and mobility spines that act as spokes reaching out from the Town Green. Anchoring the east end of the Town Green is Building 13, which will host an abundance of community-wide programs that establish it effectively as the Town Hall for the neighborhood and WLA VA North Campus. Some of the functions can include a Social Hall, Welcome Center, and administrative offices for West LA Veterans Collective and partner organizations, as well as housing.

The Town Square area's open space, street, and building organization merge each of the surrounding CalVet, North Village and South Village's unique spatial layouts, as Pershing Avenue is reconfigured and connected to Gorham Avenue, Grant Avenue realigned to merge with MacArthur. Buildings new and old are organized to establish strong urban edges around the Town Green, lining it with ground floor programming that activates the public space. The Cantina and VA Exchange will be refurbished as a restaurant on the green with expansive dining patio and farm-to-table garden.

Pershing Avenue will be re-imagined as a neighborhood-scale main street with a rich streetscape for pedestrians, sidewalk-oriented storefront spaces, and engaging, unique outdoor spaces. The historic Trolley Depot will be relocated to the Trolley Plaza at the east end adjacent to Bonsall Avenue, serving as a multi-modal center with a shuttle stop, bike facilities, and mini-mobility share stations. The old Barracks [Building 199] will be repurposed for residents to program as a living

museum for Veterans to share their personal experience of serving. Other programming can include food providers, personal services, neighborhood-oriented retail, and library.

The residential buildings within the Town Square area will be denser, also appearing this way by orienting consistent three to four story edges towards the street to define the outdoor spaces and replicate those buildings of the South Village and research buildings. Once the new research center is developed on the WLA VA South Campus, Buildings 113, 114, 115, and 117 will be replaced with new residential buildings that blend the western edge of the VA property into the adjacent civilian neighborhood.

## RENDERING OF PROPOSED TOWN SQUARE AREA



- 1 TROLLEY PLAZA
- 2 TOWN GREEN
- 3 CLOCK TOWER
- 199 LIVING MUSEUM FOR VETERANS
- 306 RESTAURANT ON THE GREEN
- 13 TOWN HALL  
(GRAND HALL EVENT SPACE, WELCOME CENTER, CANTEEN,  
PATRIOT STORE, FITNESS CENTER & ADMINISTRATION)
- 66 HISTORIC DEPOT AT TROLLEY PLAZA MULTI-MODAL CENTER  
(SHUTTLE STOP, BIKE FACILITIES, AND MINI MOBILITY SHARE  
STATION)

## ZONE 4 - NORTH CAMPUS

This area of Campus is primarily recreational, including the Veterans Barrington Park, the various facilities within the Brentwood School lease area, and the Heroes Golf Course. In this area, the 2016 Draft Master Plan was focused mostly on increasing accessibility to the recreation facilities from the southern areas of the Campus. This updated plan continues to emphasize increasing the accessibility of the various recreational facilities and natural areas for Veterans.

- A Recreation and Therapy Center is proposed at the southern edge of the Brentwood School campus. This facility is envisioned as a Veteran hub and distinct location which is easily accessible for Veterans, especially in conjunction with the proposed shuttle. Paths are proposed to radiate from this location to the surrounding athletic facilities, natural areas and park.
- The land along the eastern border of the Campus, at the bottom of the bluff, has historically housed gardens. This area is proposed to be improved as an agricultural area for job training and gardens for horticulture therapy.
- The parking lot in Brentwood Village is a tremendous resource given the neighboring retail and activity in the area. This lot is a possible location for an Retail Exchange or alternatively, Veteran-operated retail with parking.
- The wooded area on the west side of the Campus is being evaluated as a potential location for an RV Park. This would create an overnight stay area for Veterans and for families to visit Veteran patients in the medical facilities.



RENDERING OF PROPOSED NORTH CAMPUS PLAN



- |   |                                     |    |                               |    |  |
|---|-------------------------------------|----|-------------------------------|----|--|
| 1 | EXCHANGE OR VETERAN OPERATED RETAIL | 7  | AQUATIC CENTER                | 13 | HEROES GOLF COURSE                         |
| 2 | POST OFFICE                         | 8  | SPORTS FIELDS                 | 14 | JAPANESE GARDEN                            |
| 3 | VETERANS' BARRINGTON PARK           | 9  | TRACK AND FOOTBALL FIELD      | 15 | AGRICULTURAL HARVEST AND JOB TRAINING AREA |
| 4 | DOG PARK                            | 10 | RECREATION AND THERAPY CENTER | 16 | THERAPY GARDEN                             |
| 5 | RV PARK                             | 11 | GOLF CLUBHOUSE                |    |  |
| 6 | ARROYO                              | 12 | TENNIS                        |    |  |

# PARCEL PLAN

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## DEVELOPMENT PARCELS

The proposed road network, combined with the existing and proposed built fabric of the site, defines development parcels that each have their own current, preferred, and alternate uses, and that facilitate the definition of development projects that can be implemented incrementally over time.

### LAND USES

The table on the following pages indicates the current land use, the preferred land use, and, where applicable, alternate land uses for each parcel. The preferred land use in each case represents the primary recommendation of this update, subject to adjustment if a broader Veteran focused alternative can be achieved. The map on the right is provided for reference to allow for easier understanding of the land use tables. The parcels are not surveyed land areas and are subject to change.

#### *Use Definitions*

- **Arts and Culture.** Theaters, arts and technology studios, galleries, spiritual centers, performance space.
- **Columbarium / cemetery expansion.** Columbarium vaults and/or burial grounds for expansion of National Cemetery.
- **Education and Training.** Classrooms, workshops, training facilities, industrial job training centers, meeting facilities.
- **Green Space / Recreation.** Environmental conservation areas, active and passive recreation, parks, recreation facilities.
- **Health Care.** In-patient acute care and treatment. Outpatient and ambulatory care facilities.
- **Parking.** Surface or structured parking.
- **Permanent Supportive Housing.** Permanent supportive housing combines affordable housing with services for

individuals and families who are homeless or at-risk of homelessness, in an effort to help people permanently avoid homelessness.

- **Research.** Biomedical research facilities for developing Veteran-related therapies and treatments.
- **Site Services.** Functions that support the operation of the physical Campus.
- **Supportive Services – General.** Facilities serving the entire Campus community, both resident and non-resident. Welcome centers, transition centers, information centers, peer-support centers and legal clinics. Administrative offices and service facilities for Veterans Benefits and Human Resources.
- **Veteran Employment Opportunities / Vocational Enterprises.** Employment and training opportunities for Veterans.



PROPOSED PARCEL PLAN



# PROPOSED LAND USE TABLES

<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
1	Parking	Veterans' Employment Opportunities / Parking	Exchange
2	Parking	Veterans' Employment Opportunities / Parking	
3	Green Space / Recreation (Veterans Barrington Park)	Green Space / Recreation (Veterans Barrington Park)	Veterans' Employment Opportunities
4	Brentwood School Athletic Facilities	Green Space / Recreation & Therapy Center / Athletic Facilities	Supportive Housing (On Baseball Fields)
5	Green Space / Water Tanks	Green Space / Water Tanks	
6	Green Space / Recreation (Golf Course)	Green Space / Recreation (Golf Course)	Permanent Supportive Housing
7	Green Space / Japanese Garden	Green Space / Japanese Garden	
8	Green Space / Recreation (Arroyo)	Green Space / Recreation (Arroyo)	
9	Green Space / Recreation (Arroyo)	RV Park / Green Space	
10	Green Space / Recreation (MacArthur Field)	Permanent Supportive Housing	
11	Maintenance	Community Space	Recreation & Therapy Center
12	Permanent Supportive Housing	Permanent Supportive Housing	
13	Permanent Supportive Housing	Permanent Supportive Housing	
14	Permanent Supportive Housing	Permanent Supportive Housing	
15	Parking	Parking	
16	Green Space / Recreation (Bluff)	Green Space / Recreation (Bluff)	
17	Green Space / Recreation	Agricultural Harvest and Job Training / Therapy Garden	
18	Parking	Permanent Supportive Housing	
19	Vacant	Permanent Supportive Housing	
20	Mental Health/Behavioral Health/Research	Permanent Supportive Housing	
21	Dietetics	Permanent Supportive Housing / Wellness Center	
22	Research	Permanent Supportive Housing	
23	Arts and Culture (Brentwood Theater)	Arts and Culture (Brentwood Theater)	
24	Mental Health/CERS	Permanent Supportive Housing	
25	Mental Health/CERS/Research/UCLA Legal Clinic	Permanent Supportive Housing	
26	Vacant	Permanent Supportive Housing	
27	Parking	Permanent Supportive Housing	
28	CERS Welcome Center	Permanent Supportive Housing	
29	Mental Health/CERS	Permanent Supportive Housing	
30	Parking	Permanent Supportive Housing	
31	Housing (Veterans Home of California)	Housing (Veterans Home of California)	
32	A Bridge Home	Permanent Supportive Housing / Supportive Services	
33	Police HQ / Hoover Barracks (Vacant)	Permanent Supportive Housing / Supportive Services	
34	Parking	Permanent Supportive Housing / Supportive Services	

# PROPOSED LAND USE TABLES

<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
35	Parking / Open Spzce	Town Green	
36	Transitional / Bridge Housing (New Directions)	Transitional / Bridge Housing (New Directions)	Permanent Supportive Housing / Supportive Services
37	Parking	Permanent Supportive Housing / Supportive Services	
38	Green Space / Canteen	Restaurant-on-the-Green	
39	Vacant / Storage	Town Hall / Permanent Supportive Housing	
40	Vacant	Supportive Services	Arts & Culture
41	Research	Permanent Supportive Housing	
42	Research	Permanent Supportive Housing	
43	Research	Permanent Supportive Housing	
44	Mental Health	Mental Health	
45	Green Space / Recreation	Green Space / Recreation	
46	Community Living Center Dialysis	Community Living Center Dialysis	
47	Parking	Green Space / Recreation	Permanent Supportive Housing
48	Community Living Center Domiciliary	Community Living Center Domiciliary	
49	Community Living Center Domiciliary	Community Living Center Domiciliary	
50	Green Space / Recreation	Community Gardens	Permanent Supportive Housing
51	Green Space / Recreation	Green Space / Recreation (Parade Grounds)	
52	Green Space / Recreation	Community Gardens	Permanent Supportive Housing
53	Community Living Center Domiciliary	Community Living Center Domiciliary	
54	Parking	Parking	
55	Administration	Administration	
56	Parking / Office (AFGE Union)	Parking / Office (AFGE Union)	
57	Parking	VA Police	
58	Green Space / Parking (Grand Lawn)	Green Space / Parking (Grand Lawn)	
59	Administration / Arts & Culture (Rose Garden, Wadsworth Theater)	Family Wellbeing Center / Administration / Arts & Culture (Rose Garden, Wadsworth Theater)	
60	Vacant (Wadsworth Chapel)	Spiritual Center (Wadsworth Chapel)	
61	Green Space / Recreation (Jackie Robinson Stadium)	Green Space / Recreation (Jackie Robinson Stadium)	Green Space / Veteran Vocational Enterprise & Cultural Center / Parking
62	Columbarium	Columbarium	
63	Laundry	Laundry	
64	Emergency Management	Emergency Management	
65	VA Police	Engineering / VA Police	
66	Warehouse	Warehouse / Surge Space	Job Training
67	Oil & Gas Lease	Oil & Gas Lease	Exchange
68	Site Services & Utilities / Parking	Warehouse / Transportation / Haz-Mat Storage / Recycling / Maintenance	Central Storage & Logistics / Transportation / Recycling / Maintenance
69	405 Ramp	405 Ramp	

# PROPOSED LAND USE TABLES

<i>Parcel No.</i>	<i>Current Use</i>	<i>Preferred Use</i>	<i>Alternate Use(s)</i>
70	Site Services & Utilities / Parking	Supportive Services - General (Information Center) / Parking	
71	Site Services & Utilities / Parking	Veteran Employment Training / Arts & Culture / Support Services - General (Information Center)	
72	Green Space / Recreation / Utilities	Green Space / Recreation / Utilities	
73	Green Space / Recreation	Green Space / Recreation	Site Services & Utilities / Veteran Employment Training
74	Metro Station (Under Construction)	Metro Station	
75	Parking	Parking	
76	Green Space / Recreation (Wadsworth Park)	Green Space / Recreation (Wadsworth Park)	
77	Wadsworth Park / Staff Housing	Wadsworth Park / Staff Housing	Wadsworth Park / Child Care / Food Service
78	Parking / Helipad	Parking / Helipad	
79	Parking	Parking	
80	Parking / Medical Clinics	Parking	
81	Parking / Medical Clinics	Green Space / Recreation	
82	Hospital	Health Care / Research / Clinics	
83	Green Space / Circulation	Green Space / Circulation	
84	Parking	Parking	
85	Parking	Parking	
86	Health Care (Medical Clinics)	Health Care (Medical Clinics)	
87	Parking	Parking	
88	Parking	Health Care (New Hospital Bed Tower)	
89	Site Services & Utilities / Parking	Site Services & Utilities / Parking	
90	Vacant	Administration	Child Care
91	Utility (Electric Power Sub-station)	Utility (Electric Power Sub-station)	
92	Green Space	Storm Water Retention	
93	Patriot House	Patriot House	
94	Fisher House	Fisher House	
95	Parking	Parking	
96	Parking	Utility (Electric Power Sub-station)	

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SECTION VI

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**PHASING IMPLEMENTATION  
& NEXT STEPS**

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# PHASING / IMPLEMENTATION

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## CAMPUS PHASING STRUCTURE

The process of building out the improvements proposed in Master Plan 2022, including the significant Permanent Supportive Housing on the WLA Campus — with the critical infrastructure, parking, and community amenities—will be a multi-decade process.

Projects are categorized into phases based on the projected year construction is anticipated to start. The methodology guiding the proposed phasing timeline includes the following:

### *Initial Phase Development (1-5 Years)*

These projects and buildings were chosen for the first phase of development as the phasing, in most instances, will leverage existing buildings or Campus construction sites that require neither substantial relocation of existing services nor demolition, and address the immediate needs of Veterans experiencing homelessness. This phase also anticipates significant development of health care-related facilities in the South Campus, pending funding. This Initial Phase Development activity is well underway as of late 2021.

### *Interim Phase Development (6-10 Years)*

Projects in this phase do not have allocated funding or significant design completed, although in some instances pre-development activity has begun. The mid-term Permanent Supportive Housing will require the relocation of existing services and functions, and the process for developing Permanent Supportive Housing on these parcels will begin upon the completion of the relocation requirements.

The table on the following page puts forth the housing projects anticipated to be built during the Initial and Interim Phases, reaching the goal of a minimum 1,200 Permanent Supporting Housing units.

#### General Notes:

This information in this chapter has been updated to reflect the most current information available. To review the Draft Master Plan 2016 version, please navigate to the following URL: <https://westladraftmasterplan.org/documentation/draft-master-plan>

The draft recommendations and graphic depictions included in the following pages in this Master Plan update section are subject to further input, review, and approval from multiple offices within VA. In addition, these plans require further review to assess legal, financial, and operational feasibility.

Credits for photographs in this Section are pending

### *Long Term Phase Development (11+ Years)*

Much of these longer-term projects are aspirational and need evaluation for construction feasibility and funding sources. Future Master Plan updates will determine whether these projects are consistent with current priorities and then identify paths forward at that time. Housing to exceed the minimum 1,200 units of Permanent Supportive Housing would be built in this phase.

## ACCOMPLISHING 1,200 UNITS OF PERMANENT SUPPORTIVE HOUSING

The 2016 Draft Master Plan and West LA Veterans Collective's Draft Community Plan both show EUL project delivery by phase. VA recognizes EUL development is contingent upon developers' ability to secure all capital and operating financing. This acknowledges that EUL project financing and delivery are fluid while showing the priority order for which VA anticipates housing units being developed (subject to financing). VA is focusing resources on preparing parcels in the sequence shown in the table below over the Initial and Interim Phases.

Additional assets beyond those referenced in the table are also contemplated for housing redevelopment in the Long Term Phase, subject to Veteran demand and asset and financing availability. The PEIS and Draft Community Plan contemplate more than 1,600 Permanent Supportive Housing units on the North Campus.

Building / Parcel	EUL Developer	Total Anticipated Units (includes manager units)	Cumulative Units	Phase
Building 209	Shangri-La	55	55	Initial
Building 205/208	Shangri-La	122	177	Initial
Building 207	TSA	60	237	Initial
Parking Lot 38 (B402)	TSA	120	357	Initial
MacArthur Field (Phases 1 & 2)	Core	150	507	Initial
Parking Lot 48 (B404)	Century	73	580	Initial
Buildings 156/157	Century	112	692	Initial
Building 300	U.S. VETS	43	735	Initial
Building 210	U.S. VETS	41	776	Initial
Building 158	Century	71	847	Initial
Building 256	U.S. VETS	41	888	Initial
Parking Lot 18 (B409)	TSA	96	984	Initial
Building 13 & 306	U.S. VETS	25	1009	Initial
Parking Lot 20 (B408)	Century	69	1078	Interim
Building 407	TSA	69	1147	Interim
Building 410	Century	82	1229	Interim



EUL Housing Under Construction



*Building 207 - 60 units (Under Construction)*



*Buildings 205 & 208 - 122 units (Under Construction)*



*Building 300 - 43 units & Wellness Center and One Stop Service Center*



*Building 401 (MacArthur Field) - 150 units*



*Building 404 - 73 Units*



*Building 156 + 157 - (112 Units)*



*Building 402 - 120 units*

# INITIAL PHASE PROJECTS : 1 - 5 YEARS

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The Initial Phase projects across the Campus represent a mix of Permanent Supportive Housing, infrastructure & utility projects, health care facilities and Veteran amenities. These projects have been categorized into different groups to show general status of development. All projects are reliant on the availability of funding and may shift in the phasing, delivery based on funding or other shifts in priorities.

## UNDER CONSTRUCTION

- New Metro Station - The staging area is for temporary construction use and will be vacated by Metro once no longer needed.
- EUL Housing - Buildings 205, 207 and 208
- Bonsall Utility Trunk Line (Electricity, Natural Gas, and Data & Communications)
- Dietetics Building (New Kitchen)

## DESIGN AND PREDEVELOPMENT

(with uncertain funding on South Campus)

- EUL Housing - Buildings 156, 157, 300, 401, 402, 404. The second part of the 401 project is identified as a Potential Initial Project. The Haz-Mat Storage Building must be relocated for the construction of Building 404.
- Health Care Facilities - Critical Care Center (New Hospital), Central Utility Plant, Boiler Plant, Consolidated Research Center, Parking Structure, Parking Structure (Metro funded). Both parking structures are for VA patients and staff only.
- Wadsworth Chapel renovation (pending funding)
- Southern California Edison (SCE) Substation
- Healing Gardens between Buildings 214 and 217

- Building 212 renovation
- New VA Police Headquarters
- New Mailroom in Building 297
- Building 220 renovation

## PROJECTS IDENTIFIED AS POTENTIAL INITIAL PROJECTS:

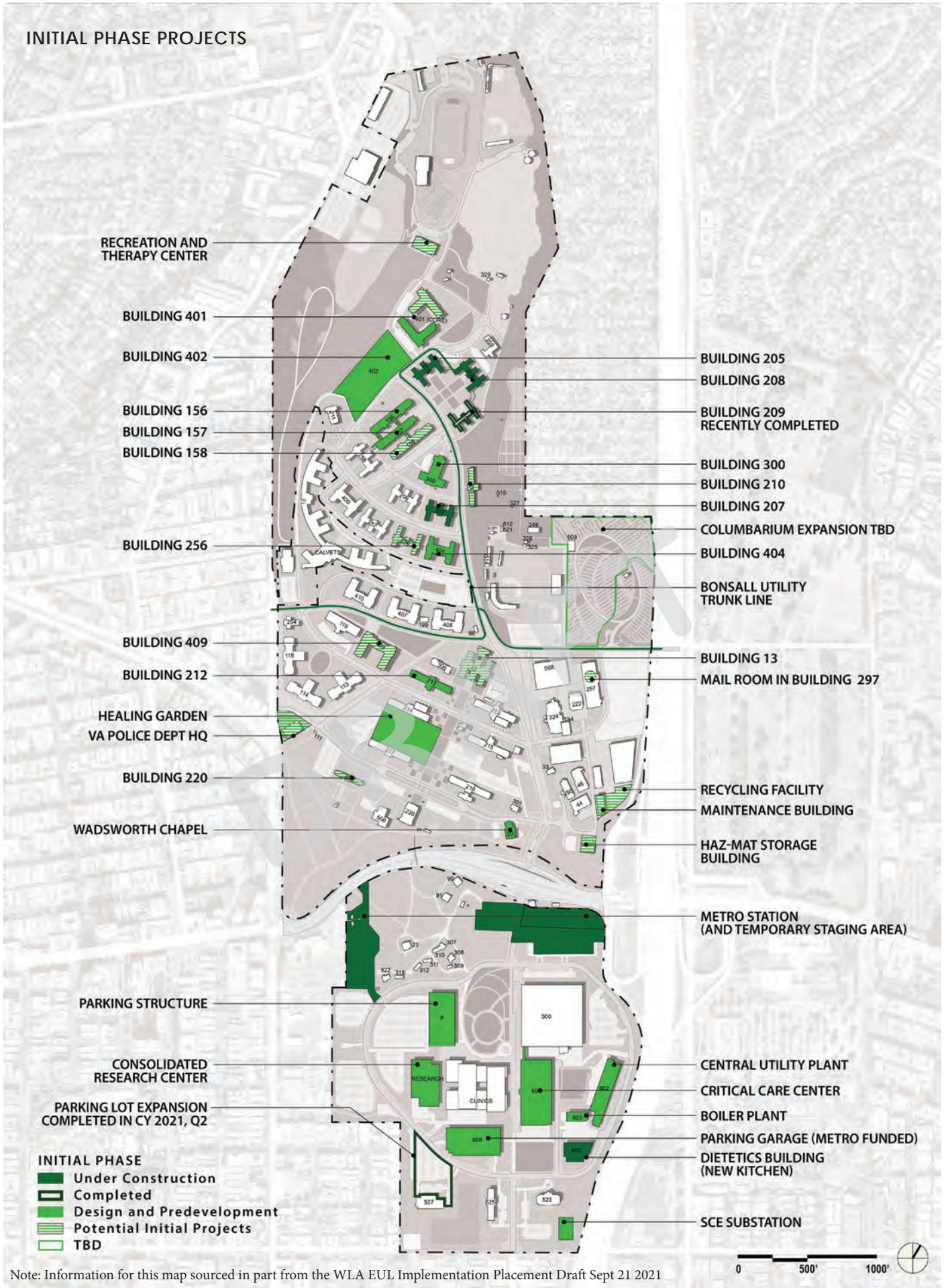
Could happen during this 3-5 year timeframe, however issues such as funding, location and design are in some cases unresolved.

- EUL Housing - Buildings 13, 158, 210, 256, and 409
- Replacement Haz-Mat Storage Building, Maintenance Building, Recycling Facility. Location of these facilities is under study.
- Proposed Recreation and Therapy Center on the south side of the Brentwood School lease area. This project is under study and the catalytic nature of what it provides makes it a priority for implementation.



Bonsall Utility Trunk Line Under Construction

# INITIAL PHASE PROJECTS



RECREATION AND THERAPY CENTER

BUILDING 401

BUILDING 402

BUILDING 156

BUILDING 157

BUILDING 158

BUILDING 256

BUILDING 409

BUILDING 212

HEALING GARDEN  
VA POLICE DEPT HQ

BUILDING 220

WADSWORTH CHAPEL

PARKING STRUCTURE

CONSOLIDATED RESEARCH CENTER

PARKING LOT EXPANSION COMPLETED IN CY 2021, Q2

- INITIAL PHASE**
- Under Construction
  - Completed
  - Design and Predevelopment
  - Potential Initial Projects
  - TBD

BUILDING 205

BUILDING 208

BUILDING 209 RECENTLY COMPLETED

BUILDING 300

BUILDING 210

BUILDING 207

COLUMBARIUM EXPANSION TBD

BUILDING 404

BONSALL UTILITY TRUNK LINE

BUILDING 13

MAIL ROOM IN BUILDING 297

RECYCLING FACILITY  
MAINTENANCE BUILDING

HAZ-MAT STORAGE BUILDING

METRO STATION (AND TEMPORARY STAGING AREA)

CENTRAL UTILITY PLANT

CRITICAL CARE CENTER

BOILER PLANT

PARKING GARAGE (METRO FUNDED)

DIETETICS BUILDING (NEW KITCHEN)

SCE SUBSTATION

Note: Information for this map sourced in part from the WLA EUL Implementation Placement Draft Sept 21 2021

# INTERIM PHASE PROJECTS : 6 - 10 YEARS

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The Interim Phase projects include the balance of Permanent Supportive Housing to reach a minimum of 1,200 units, subject to funding. Other projects are primarily clustered in Zone 2, introducing new amenities to the Long Term Care Area and efficiencies to the Ancillary Services Area. As projects in this phase can be up to 10 years out, funding and other constraints may push them into the Long Term Phase.

- EUL Housing - Buildings 407, 408 and 410
- Ambulatory Care Center (Outpatient Clinics) in the South Campus. As of October 13, 2021, VA's Office of Construction & Facilities Management (CFM) is exploring an alternative option for the Long Term Phase of Zone 1 that would renovate a portion of Building 500 to house the clinical functions associated with the Ambulatory Care Center rather than construct a new outpatient facility through VA's Major Project Program.
- Consolidation of Engineering functions into a renovated Building 224.
- Central Storage and Logistics Facility. This project may need to be built sooner if storage space is required to free up buildings to convert to EUL Housing.
- Additions to Buildings 213 and 214 to provide shared social and dining space
- Conversion of the Hoover Barracks (Building 199) into a Living Museum for Veterans
- Relocation and conversion of the Historic Trolley Depot (Building 66) to a multi-modal center
- Conversion of Building 306 to a restaurant-on-the-green
- Renovations to the open space between Building 13 and Wadsworth Theater to create a formal Parade Grounds

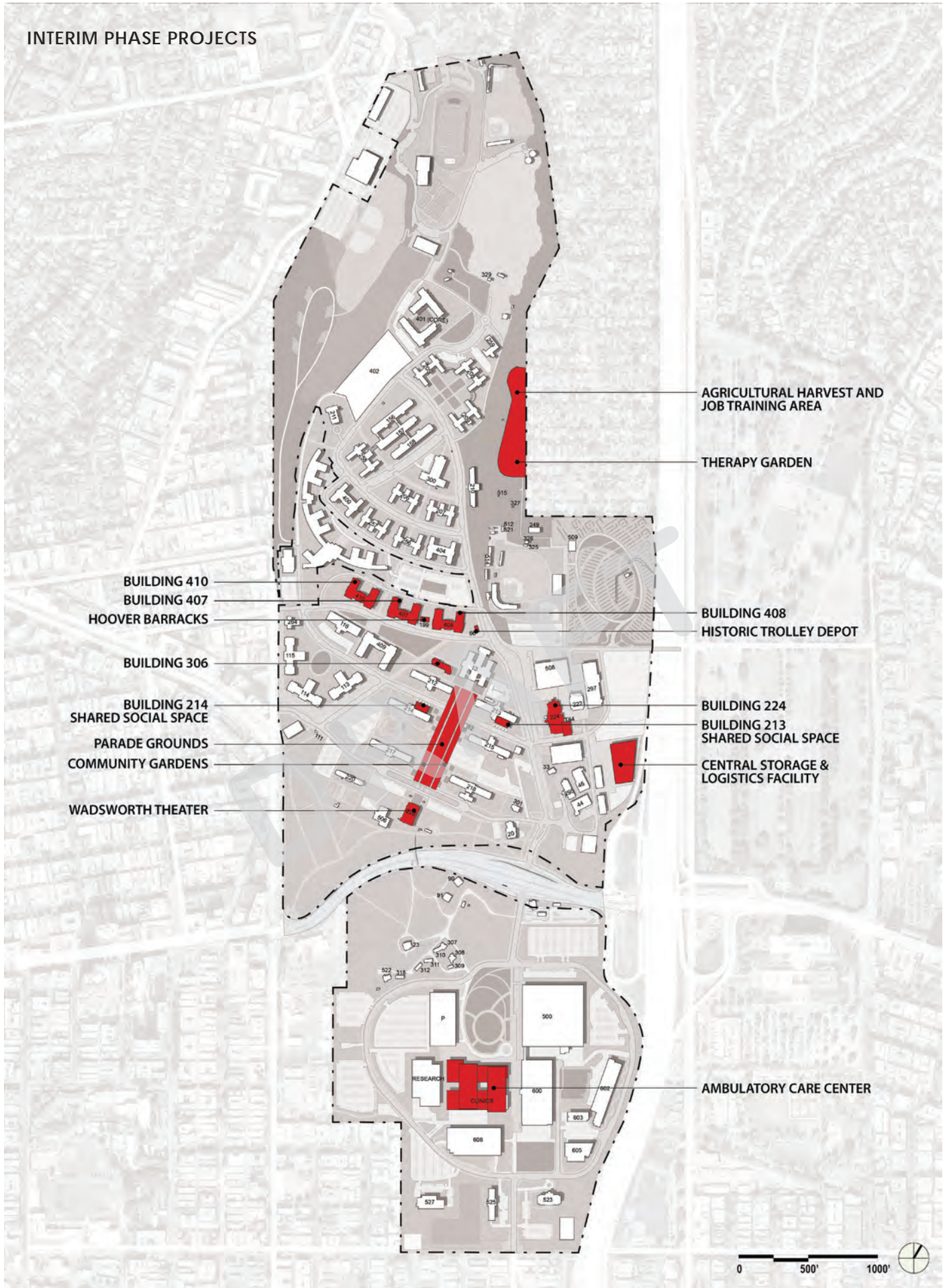
- Creation of Community Gardens flanking the Parade Grounds
- Renovation of the Wadsworth Theater
- An Agricultural Harvest and Job Training Area and a Therapy Garden on the eastern edge of Campus



Rendering of the Trolley Plaza from the West LA North Community Plan Draft



# INTERIM PHASE PROJECTS



# LONG TERM PHASE PROJECTS : 11+ YEARS

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The Long Term Phase projects provide Permanent Supportive Housing above the 1,200 units constructed in the previous two phases, subject to demand and funding. Other projects in this phase are generally more speculative and aspirational as they are contingent on land and buildings becoming available, as well as funding, along with the completion of the Initial and Interim phases.

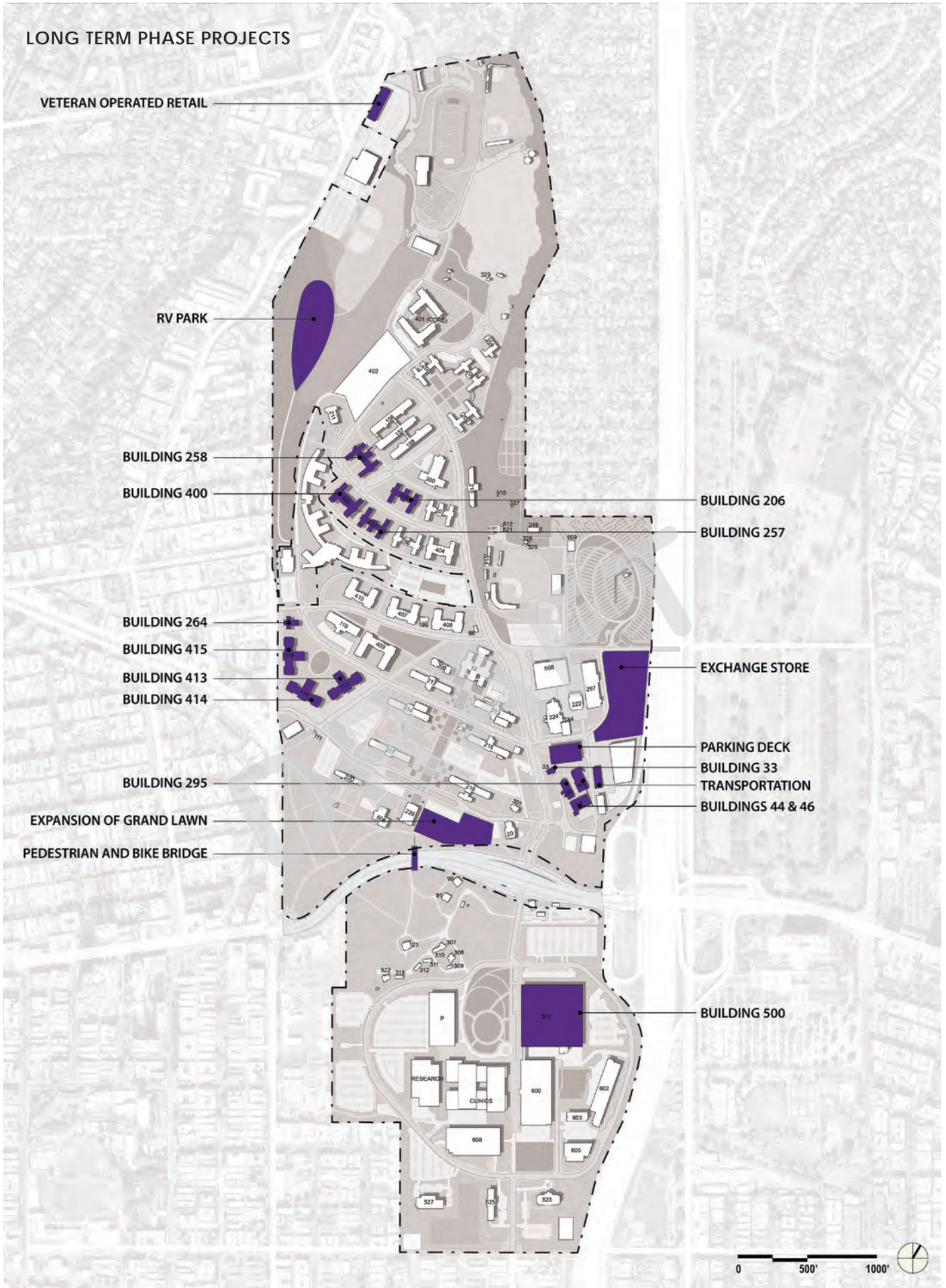
- EUL Housing - Buildings 206, 257, 258, 400, 413, 414 and 415
- Potential renovation or demolition of Building 500 (current hospital). As of October 13, 2021, VA's Office of Construction & Facilities Management (CFM) is exploring an alternative option for the Long Term Phase of Zone 1 that would renovate a portion of Building 500 to house the clinical functions associated with the Ambulatory Care Center (outpatient services) rather than construct a new outpatient facility through VA's Major Project Program.
- Job training located in renovated Buildings 44 and 46
- Conversion of Building 33 (Historic Superintendent's House) into an Information Center with adjacent parking deck
- Conversion of Building 295 (Historic Steam Plant) into an art galley / event space
- Consolidated Transportation Building
- Renovation of the 264 for supportive services
- Expansion of Grand Lawn and new pedestrian & bike bridge linking the Grand Lawn with the Historic Wadsworth Park in the South Campus

- Creation of an Exchange Store on the oil & gas lease property adjacent to the 405 and south of Constitution Ave.
- Veteran-operated retail on the northern parking lot in Brentwood Village
- RV Park in the natural area south of Veterans' Barrington Park



Building 500 is anticipated to be renovated or demolished in the Long Term Phase

**LONG TERM PHASE PROJECTS**





## APPENDIX

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- A. LAND USE AGREEMENTS
- B. ALTERNATIVE STUDY FOR TOWN CENTER
- C. WEST LA VA COMMUNITY PLAN DRAFT

## A. LAND USE AGREEMENT SUMMARY

<https://westladraftmasterplan.org/documentation/draft-master-plan>

**AyZar Outreach (Grand Lawn):** License for the provision of individual housing structures related to the Tiny Shelters Initiative.

**1887 Fund (Building 33):** License for planning efforts associated with the prospective renovation and rehabilitation of five historic buildings on the WLA Campus: 1) Wadsworth Chapel (B20), 2) Governor’s Mansion (B23), 3) Superintendent’s Home (B33), 4) Trolley Station (B66), and 5) Hoover Barracks (B199).

**AM Vets Department of California Services Foundation (Building 264):** License for services involving the storage and delivery of furniture and household items for Veterans moving into housing through VA’s HUD-VASH voucher program.

**The Bandini Foundation (Heroes Golf Course):** License for Veteran activities conducted on a 9-hole golf course which is open to the public, with Veterans permitted to play free of charge. Additional Veteran-centric services are provided at licensee’s sole cost and expense.

**Brentwood School:** Lease for an athletic complex and fields located on twenty-two (22) acres. Consideration is: 1) annual rent currently \$871,250, plus 2) annual in-kind consideration currently \$918,000 which is distributed within four categories: (a) operation, maintenance, and upkeep of the site, (b) special programs and events benefiting Veterans and their families, (c) capital cost and improvements related to activities on the site to benefit Veterans and their families, (d) athletic, recreational, and educational programs and activities to benefit Veterans and their families.

**Building 205 Holdings (Building 205):** Enhanced use lease executed. Property under renovation; homeless Veteran permanent supportive housing

**Building 208 Holdings (Building 208):** Enhanced use lease executed. Property under renovation; homeless Veteran permanent supportive housing

**CalTrans (State of California Department of Transporta-**

**tion):** Easement for highway and maintenance involving a portion of the 405 Freeway onramps/offramps.

**Carlos Lopez & Associates (Building 337):** License for office space use relating to licensee’s service contract with VA for the “A Bridge Home” facility.

### City of Los Angeles:

1) Easement for City to construct, maintain, and repair a Bridge Housing Facility for homeless Veterans. The facility is part of a city-wide “A Bridge Home” initiative to construct supportive housing facilities. VA awarded a Health Care for Homeless Veterans (HCHV) services contract to Carlos Lopez & Associates to operate case management, supportive services, and related administrative services within facility.

2) License for day-to-day management and maintenance of Veterans Barrington Park located on seven (7) acres.

**Community Partners (Parking Lot No. 1):** License to provide free of charge overnight secure automobile parking for homeless Veterans and their families who are living in their cars.

**County of Los Angeles (Eisenhower Gate):** License for day-to-day sanitation services (portable toilets, hand washing stations, trash & refuse services) for use by homeless Veterans.

**LACMTA Purple Line Transit Facilities Easement:** Easement with Los Angeles County Metropolitan Transportation Authority (LACMTA) for the Purple Line Extension Transit Project and transit facilities (subway station and tunnel). Terms include: 1) Granting of, and consideration for, perpetual and temporary easements for surface and subsurface uses; and 2) Mitigations due to the transit facilities impacts will be funded and constructed by LACMTA, including but not limited to, a surface parking lot refurbishment program, valet parking and shuttle bus program, a new 809 stall parking structure to replace VA parking physically displaced by the transit project, utilities relocations, traffic mitigations, and Section 106 compliance.

**New Directions (Building 116):** Lease for Transitional housing and support services for homeless Veterans in Building 116.

**Regents of the University of California - UCLA (Jackie Robinson Stadium, Building 206, Building 220):** Lease for property used by the UCLA men's baseball team for athletic fields and complex located on ten (10) acres and revocable licenses for office space for UCLA programs created by the lease. Consideration is: 1) annual rent currently \$309,090, plus 2) annual in-kind consideration currently \$1,350,000 which is distributed within three categories: (a) Establish & Operate a UCLA Veterans Legal Clinic on WLA Campus, (b) Design & Implement a VA Family Resource & Well-Being Center (known as the UCLA/VA Veteran Family Wellness Center) and a VA Mental Health & Addictions Center (known as the Center of Excellence) on WLA Campus, and (c) In-Kind Services (Campus Beautification, Veteran Events, etc.).

**Safety Park Corporation:** Lease of VA Barrington Parking Lots for parking lot operations and Veteran employment and training.

**South Coast Air Quality Management District:** Easement for modular building used to monitor regional pollution levels to achieve certain air quality standards.

**Southern California Edison:** Easement for access and maintain conduit improvements servicing CalVet State Home.

**Southern California Edison:** Easement for access and maintain conduit improvements servicing Patriot House (Building 525).

**The Salvation Army (Building 257, Room 134):** License for Veteran support services comprised of housing, career development, and job placement services.

**VA Building 207 LP (Building 207):** Enhanced use lease executed. Property under renovation; homeless Veteran permanent supportive housing.

**VA Desert Pacific Credit Union (Building 500):** License for

financial and banking services for Veteran patients, visitors, and staff.

**Veterans Housing Partnership (Building 209):** Enhanced use lease executed. Property is operational for homeless Veteran permanent supportive housing.

**Village for Vets (Parking Lot):** License for one vehicle parking space on the WLA Campus to park Licensee's food truck used for Veteran-centric meal delivery.

**Volunteers of America Los Angeles (Building 257, Room 127):** License for Veteran support services comprised of housing and job placement services.

**Volunteers of America Los Angeles (Building 257, Portion of Room 227):** License for Veteran support services comprised of construction job training program for Veterans.

**Wadsworth Chapel Heritage Partners (Building 20):** Lease executed and property under renovation (Design & Fund-Raising Phase); provides services that principally benefit Veterans and their families, including services for the purpose of the promotion of health and wellness, including nutrition and spiritual wellness, within the Wadsworth Chapel. To carry out such services, lessee is required to fund, design, preserve, rehabilitate, maintain, operate, and manage the Wadsworth Chapel.

**WG Holdings SPV, LLC (successor to Breitburn Operating LP, Maverick Natural Resources) / DAV-CA:** Multiple parties and agreements in place comprised of: 1) an oil drilling lease with Bureau of Land Management (BLM), 2) a license with VA, and 3) a donation agreement with Disabled American Veterans, Department of California (DAV-CA) which requires that a 2.5% overriding royalty on the total gross production of oil, gas, and hydrocarbon is donated to DAV-CA to be used to provide transportation services to Veterans and their families to and from the WLA Campus.

**Westside Food Bank:** License for initiative to distribute free fresh produce to Veterans on a weekly basis.

## B. ALTERNATIVE STUDY FOR TOWN CENTER

This alternative study for the Town Center area was prepared in September 2021 to reintroduce some of the elements that were in the 2016 Draft Master Plan. This study keeps the proposed road configuration from the North Campus Draft Community Plan but reinstates a Town Square along Bonsall Avenue similar to the one in the 2016 Draft Master Plan. A new Town Hall building is proposed just west of the Town Square, with Building 13 envisioned as a Veteran Service Center, as elaborated upon below.

The Town Center area spans both Zones 2 and 3 and is generally the area south of the CalVet home and north of the Long-Term Care area. This plan is organized around a central Town Square, located in a highly visible and accessible location along Bonsall Ave, surrounded by services and amenities for veterans both living on campus as well as those visiting from across the region.

- The Town Square contains the relocated Barracks building, re-purposed as a coffee house and gift shop.
- To the west of the Town Square, a new Town Hall – Veterans Activity Center is proposed, containing functions such as a fitness center, library and barber shop.
- Building 13 is proposed to be re-purposed as a Veteran Service Center, containing functions such as legal services, education & training, and a career center
- The Town Green contains the historic Trolley Depot, re-purposed as an information center and an adjacent Canteen and Culinary Training Center as well as an Exchange Market. This area is linked to the housing to the north by the Historic Walk, which goes through the CalVet property.
- If an agreement can be made with CalVet to locate a building within their property, a micro-mobility share station with a bike shop is proposed to the north of the Town Square.
- This area also includes EUL housing to be constructed by the Principal Developer. These buildings are located north of the re-aligned Pershing Ave., south of the Town Green, and in the vicinity of the existing research buildings.





## RENDERING OF PROPOSED TOWN CENTER AREA



- 1 TOWN HALL - VETERAN ACTIVITY CENTER  
GREAT ROOM, FITNESS CENTER, RECREATION ROOM, LIBRARY, THEATER,  
MUSIC/CRAFT/ARTS ROOMS, BARBER SHOP
- 2 MICRO-MOBILITY SHARE STATION / BIKE SHOP/ SHUTTLE STOP
- 3 TOWN SQUARE
- 4 EXCHANGE MARKET / GROCERY
- 5 CLOCK TOWN
- 6 TOWN GREEN

- 13 VETERAN SERVICE CENTER / LEGAL SERVICES / NON-PROFITS,  
WELCOME CENTER, EDUCATION & TRAINING CENTER, VET'S  
CAREER CENTER & ADMINISTRATION FUNCTIONS
- 199 HISTORIC BARRACKS  
COFFEEHOUSE / GIFT SHOP
- 306 CANTEEN & CULINARY TRAINING CENTER
- 66 RESTORED NATIONAL REGISTER TROLLEY DEPORT  
CAMPUS DIRECTORY / INFO CENTER

C. WEST LA VA NORTH CAMPUS COMMUNITY PLAN DRAFT

<https://westladraftmasterplan.org/documentation/draft-master-plan>



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