

21st Veterans Community Oversight and Engagement Board (VCOEB)
Federal Advisory Committee (FAC)

September 28, 2023 (Day 1)

Board Members

LTG (R) John D. Hopper
Phillip Mangano
Anthony Allman
Dr. Joshua Bamberger
Christine Barrie
Robert Begland
Jenifer Marshall
Jim Perley (Virtual)
Aimee Bravo (Virtual)
Stephanie Cohen
Kristine Stanley
Dennis Tucker
Dr. Mark Wellisch
Jim Zenner

VA Staff

Secretary VA Denis McDonough
Deputy Secretary Tanya Bradsher
John Boerstler
Andrea Strain
Angell Bolden-Green
Eugene Skinner
Tom Pasakarnis
Chihung Szeto
Sally Hammitt
Chelsea Black
Anthony Love
Dr. Keith Harris
Robert Merchant
Eugene Russell
Tahina Montoya
Meg Kabat
Margaret Walsh
Shilpa Desai
Alfred Flores
Cyndee Costello (Virtual)
Rika Brown (Virtual)

Allen Trinh (Virtual)
Antony Chiles (Virtual)
Clemente Roberto (Virtual)
Fiona Hwang (Virtual)
John Alford (Virtual)
Anthony Love (Virtual)
Roberto Marshall (Virtual)
Beaubien Christopher F. (Virtual)
Dr. Simon Steven R. (Virtual)

Public

Tom Shea
Rich Creagh
Theresa Wrzesinski
Devin Rhieron
Ally Cimno
Tess Banko

Virtual Presenters

Mr. Marty Borko
Ron Altoon
Robert Gardner
Allen Freeman
Dr. Michael Green (VA Staff)
Dr. Steven Simon (VA Staff)
John Kuhn (VA Staff)
Joseph Dronchi (VA Staff)
Grant Sloan (VA Staff)
Susan Gurule (VA Staff)
Richard Cho
Douglas Rice

Virtual

Joseph Sapien
Angell Bolden Green
Janet Turner
Janette Christian
Naomi Long
Peter Muller
Quandrea Patterson
Richard Valdez
Charles Mitchem
Jerry Orlemann (Virtual Public Comment participant)
Rob Reynolds (Virtual Public Comment participant)

Day 1, 28 September 2023	
<p>Call to Order</p>	<p>Lt GEN (Ret) John D. Hooper, Jr., Chair, Mr. Eugene W. Skinner Jr., Designated Federal Officer (DFO)</p> <p>Lt GEN (Ret) Hopper led the board with the Pledge Allegiance and Mr. Skinner reviewed the Rules of Engagement</p>
<p>Opening Remarks Committee Leadership, Introduce VA Leadership</p>	<p>Lt GEN (Ret) John D. Hopper Jr., Chair, Mr. Phillip Mangano, Vice Chair</p> <p>The Chairman welcomed everyone. He announced the confirmation for Madame Deputy Secretary Bradsher has been completed and she will address this group later.</p> <p>Mr. Mangano expressed his appreciation to the VCOEB board, and he was proud to have served all these years on the board.</p> <p>The Chairman introduced Deputy Secretary Bradsher.</p>
<p>VA Leadership Welcome and opening remarks/Q&A</p>	<p>The Honorable Tanya Bradsher, Deputy Secretary of Veterans Affairs</p> <p>Ms. Bradsher talked about her journey since joining the VCOEB. She talked about the challenges and what they have been able to achieve with Greater Los Angeles's (GLA's) leadership and through the dedication of the VCOEB.</p> <ul style="list-style-type: none"> • Establishment of CTRS • Opening three buildings and placing Veterans in permanent housing • Master Plan signed and ready to go. • Permanent housing near the medical center where Veterans have access to care. • Continue to fight regarding the AMI issue. <p>She is proud of all the accomplishments that have happened under General Hopper's leadership and the team, and it has been an honor and a privilege to work with the board. She was confident it was moving in the right direction, and it is bittersweet for her because she will need to step back since she's assuming her new role. She introduced Meg Kabat, Principal Senior Advisor to the Secretary, who will help lead. Ms. Kabat has worked at the VA previously and is familiar with the system. She will be the senior lead responsible for this program. John Boerstler and Dr. Harris will continue this team.</p> <p>Awards presentation: Josh Bamberger, Eugene Skinner, Anthony Allman, Phillip Mangano, Lt GEN (Ret) John Hopper Jr.</p>

Phillip Mangano asked if a successor had been named. Ms. Bradsher said she hoped to have that announcement next week and thanked everyone.

Ms. Kabat was thrilled about joining and taking a more significant role in this work. She has toured the LA campus; she is a social worker by training and this work is near and dear to her heart. She has worked in the VA for some time and has experience in working with the homeless team across various medical centers. She was the Principle Senior Advisor for the VFCS and in that role she worked with the interagency partners coordinating all kinds of work across different agencies making sure VA has a “seat at the table” when discussing important policies across all the federal government. She also ran the VA’s caregiver support program for 10 years at VACO. She is looking forward to working with this board and team.

Dr. Bamberger had a question/comment about AB 1386 and the AMI issue which is around the cap regarding income that allows people to access publicly funded housing. He asked how the funding coming from HHH and other local funding sources restricted the opportunity to raise the ceiling for AMI. Ms. Kabat could not answer at this moment because the Honorable Denis McDonough, Secretary of Veterans Affairs, came to address the board.

Secretary McDonough expressed his appreciation for the work that they have done and continue to do. He shared why he thinks they have been so effective:

- Strategic advice to ensure the VA sees the big picture,
- Kept the pressure on fulfilling the Master Plan
- Provided good tactical advice,
- a signed letter to the Chair of the Transportation Authority regarding the naming of the Metro Stop and solicit more Veteran input on what is going to happen there.

He feels good about where they are now and that has a lot to do with the VA team and this board and the way the board has handled both those strategic and tactical questions. There is still work to be done and they need the board to continue to play this pivotal leadership role going forward.

Lt GEN (Ret) Hopper thanked him for his leadership which allowed them to move forward with many difficult issues. The board is making some progress on other issues particularly regarding the AMI and the team has helped them move the ball forward.

Secretary McDonough said for the AMI issue, they are trying everything they can. It is a classic interagency problem, but VA will continue to work and get closer to solving the AMI issue. The board working with the city council and county council has helped.

Mr. Allman thanked the Secretary for putting this project back in the spotlight. The Master plan kickstarted things and when faced with how to finance the infrastructure, the Secretary delivered by getting the money on station.

Secretary McDonough also thanked the board members, people at GLA and Bob McDonald for moving this through. He also thanked Mike Mullen for continuing to push this forward.

Dr. Bamberger thanked the Secretary for his leadership and attention. He said it has been a pleasure being on this board and asked, going forward, if he could suggest any specific issues that he personally thinks the board should focus on?

Secretary McDonough said they need to maintain affinity to the master plan and local execution of the master plan is the thing they can help them do best. When the team can show it can work at GLA then it can work anywhere. Execution of this project with the Veterans at the center of that execution will show this is evidence that the American system can confront a difficult issue. It will have a long-term impact through the execution of the tactical pieces of the plan, so this is what he'd ask the board and team to focus on.

Mr. Mangano was appreciative of the team that has been assembled for them. He said the AMI issue stalls housing and wants to know how the board can help in overcoming that impediment.

Secretary McDonough said sometimes the federal government overemphasizes the difference between statutory limitation and regulatory limitation and when an agency is expressing affinity to its regulatory interpretation or requirements, they tend to think that is a movable target. What he has come to understand from teammates at HUD and Treasury is that these are not spurious interpretations of their regulations and the follow-on impacts of reinterpretation of those regulations are quite profound. The Treasury explained why they are so firm on its interpretation and so they need to determine what is the barrier behind the regulations. This is something they are working on. They also need to think about statutory change and that will get very complicated, especially in this environment.

Lt GEN (Ret) Hopper thanked the Secretary again.

Dr. Harris: Addressed the limits of AB 1386:

- Focused on state funding specifically the tax credits the state administers but also VHHP.
- Many Veteran units are funded by VHHP.
- Majority of those units are set at the 30% cap.

	<ul style="list-style-type: none"> • It does not address more local funding like they've seen with the buildings on campus – HHS, No Place Like Home county funding. • Some work still would need to be done locally. • They need clarification on how much of the income cap is tied directly to a unit.
<p>Opening Remarks Executive Sponsor</p>	<p>Mr. Mangano introduced John Boerstler.</p> <p>Mr. Boerstler: Spoke about the role of VEO:</p> <ul style="list-style-type: none"> • Support • Administration • Helping steward the relationship between the Secretary and the VCOEB. • Experts on the Veteran experience and family experience
<p>Opening Remarks Special Advisor</p>	<p>Dr. Keith Harris, Senior Executive Homelessness Agent (Greater Los Angeles Healthcare), Office of the Secretary</p> <p>Dr. Harris welcomed everyone. Provided some content updates.</p> <ul style="list-style-type: none"> • Disability benefits and the roles they play in eligibility for low-income housing, particularly in project-based housing. They've been focused on the role of disability benefits in income and the possibility of excluding those from calculations of income, they continue those discussions at the federal level. • Update related to California State Bill AB 1386 that will allow for some flexibility in where the median income thresholds are set, thresholds set initially at 30% can go up to 50% or 60% if the housing provider is having trouble filling those units. If/when this is signed, it will take effect next year. • Data reconciliation between the By-Name-List (BNL) and the data. The BNL, maintenance and reconciliation hasn't been fully developed yet.
<p>Opening Remarks GLA Leadership</p>	<p>Mr. Robert Merchant, Medical Center Director, VA Greater Los Angeles Healthcare System</p> <p>Mr. Merchant provided updates:</p> <ul style="list-style-type: none"> • VA GLA continuing the implementation of the PACT ACT doing outreach events making sure they are reaching across their catchment area. They are on track to meet their environmental screenings target of 47% by November. • The Center for Medicaid and Medicare Services (CMS) is now including VHA facilities in its rankings of healthcare systems across the country. The VA hospitals do very well in comparison to the healthcare community at large and VA Los Angeles has been graded a 5-star healthcare system. • The All-Employee Survey (AES) is how we measure the organizational health of the entire department and individual work

	<p>unit groups, GLA has seen improvement and is ranked 72 in the best places to work which is an 8-point improvement from last year.</p> <ul style="list-style-type: none"> • They continue to monitor progress on the lease up of buildings 205 and 208, it is not going as quickly as they would like but they still have some work to do. • Innovative programs such as One Team and One Stop as they try to make integrated services available, faster, and more efficient across the healthcare system.
<p>Veterans Experience Office Overview</p>	<p>Mr. John Boerstler, Chief Veterans Experience Officer</p> <p>What is Customer Experience (CX)? (Slide)</p> <p>VA defines CX as the product of interactions between an organization and a customer over the duration of their relationship. VA measures these interactions through:</p> <ul style="list-style-type: none"> • Ease • Effectiveness • Emotion/Empathy <p>The combination of these factors impacts the overall trust the customer has in VA. This is measured in VSignals that is our net promoter score. They also have about 175 other VSignals surveys that measure the specific experience with each business line. The CMS rating is a separate lagging indicator and VSignals is more real time. So, they can get this information and judge what needs to be done in the medical center on a daily, weekly, or monthly basis but on a quarterly basis they also get those scores from CMS, and they help benchmark them against the private sector and other VA hospitals. At this time, 71% of the VA hospitals now have a 5-star rating compared to 42% of private sector hospitals.</p> <p>Veterans Experience Office Mission Vision (Slide)</p> <ul style="list-style-type: none"> • Mission: VEO is VA's CX insight engine, enabling the best experiences to Service members, Veterans, their families, caregivers and survivors. • Vision: To be the best CX organization in government and industry, validated by 90% customers trusting VA. <p>VA's CX Journey Line (Slide)</p> <p>After the Phoenix issue the VEO office was established. Through transformational leadership and dedicated employees, VA committed itself to core values, characteristics and principles that define the organization and how it serves Veterans, their families, caregivers, and survivors. Rather than taking an organizational center design the VA is using a Veterans centered design using the Voice of the Customer to make strategic, operational and tactical decisions.</p>

Driving the Delivery of VA Services from the Veterans Perspective (Slide)
Switching from a hierarchical organization centered design to thinking about how to design and improve programs and deploy programs from the Veteran and family perspective.

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

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

- Discover,
- Design,
- Deliver,
- Measure

HCD in Action: VA's Digital & Telephone Front Door (Slide)

- VA.gov,
- VA Mobile Application,
- 1-800-MyVA411

HCD in Action: Customer Communications (Slide)

- #VetResources Newsletter – VEO's weekly newsletter sent to 12.9M+ subscribers highlighting VA and non-VA resources.
- Reports/Dashboards – VA Trust Report highlights overall trust in the Department quarterly, operational data points, customer feedback, and significant VA events.
 - PACT Act Performance Dashboard – published bi-weekly, provides information concerning the PACT ACT.

HCD in Action: PACT ACT (Slide)

Front Doors for Up-to-Date Information:

- VA.gov/PACT
- VA Health and Benefits App
- 1-800-MyVA411

HCD in Action: VA Mission Statement (Slide)

Took the spirit of Lincoln's original words and modernized it, using the voice of the customer, voice of the employee, VSOs, family members, members of Congress and came up with the new VA Mission Statement.

Veteran Experience Action Centers (VEACs)(Slide)

They partnered with VEACs for 3-day enrollment sprints to help Veterans get better access to care and benefits.

VA-Wide Trust Survey Results Since FY 2016 Q2 (Slide)

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

	<p>Mr. Mangano asked if there were significant trends, they've seen that would be applicable to the work that the board is doing to house Veterans on the campus and provide appropriate services?</p> <p>Mr. Boerstler said when the Veteran answers the VSignals feedback, if there are any particular words regarding housing crisis, be at risk for housing or be at risk for mental health crisis they use Artificial Intelligence (AI) to mine that data and then send it to the HPO 24/7 or the Veterans Crisis hotline and they will proactively reach out to that individual and try to get them connected to care immediately or connect them to housing programs immediately. This has been an amazing use case of both technology and the human touch.</p> <p>Mr. Mangano asked if somethings popping up more in the last couple of years than they did previously and what is it that Veterans need from the assessments.</p> <p>Mr. Boerstler said it is identifying longitudinally across age, Veterans over 50, 60 and 70 love VA. Those Veterans under 30 and 40 they trust VA less than their older age counterparts. So, there is something there that the VA needs to do as an agency in designing for those younger Veterans.</p> <p>Mr. Zenner said this work is the foundation to do a lot for utilization and getting out to Veterans. Mr. Boerstler said VA can't do this work without partners, local and state partners.</p> <p>Mr. Mangano asked if he could provide advice on how to get a better working relationship with the homeless committee in order to create recommendations that have local as well as national implications?</p> <p>Mr. Boerstler: He would like to help steward a more proactive relationship with that committee. He will follow-up on who the Executive Sponsor is for that committee and perhaps conduct a joint meeting in Los Angeles.</p>
<p>HUD strategies to reduce the administrative burdens.</p> <p>HUD solutions to move people indoors faster.</p> <p>Area Median Income (AMI) policy changes.</p> <p>Strategy to increase utilization rate of existing HUDVASH vouchers.</p>	<p>Richard S. Cho, Ph.D., Senior Advisor for Housing and Services Office of the Secretary, U.S. Department of Housing and Urban Development. Douglas Rice, Senior Policy Advisor, U.S Department of Housing and Urban Development.</p> <p>Mangano: Introduced Richard Cho and Douglas Rice.</p> <p>Mr. Cho has served as the senior advisor to Marcia Fudge, Secretary of HUD.</p> <p>HUD's Commitment to Ending Veteran Homelessness (slide)</p> <ul style="list-style-type: none"> • HUD formally committed to ending homelessness among Veterans since 2010, when the federal government first adopted a strategic plan to prevent and end homelessness and set a national goal to end Veteran homelessness. • HUD's commitment to this goal is reflected in:

- Awarding over 110,000 HUD-VA Supportive Housing (HUD-VASH) vouchers since 2008.
- Continually improving implementation of the HUD-VASH program with VA and community partners.
- Encouraging Continuums of Care to coordinate with VAMCs and serve Veterans not eligible for HUD-VASH and VA-funded programs.
- Supporting communities to use a variety of HUD programs to create affordable housing that can serve Veterans experiencing or at risk of homelessness.
- In 2021, Secretary Fudge and Secretary McDonough issued a joint statement re-establishing ending Veteran homelessness as a top agency priority at HUD, followed by joint strategies to end Veteran homelessness.
 - One of those priorities is how we are going to improve the utilization of the HUD-VASH program to be able to serve Veterans.
 - In addition to the 110,000 HUD-VASH vouchers awarded over the past two and a half years, an additional 6,000 vouchers were awarded nationally.
 - They continue to work closely with the VA and communities to ensure vouchers are being utilized.
 - One barrier regarding voucher utilization is income eligibility for the program. Where Veterans have disability benefits that pushes them above the 50% AMI threshold.

Mr. Cho said they are relying very heavily on the data that Dr. Harris and his colleagues have very generously provided regarding income eligibility.

Background on Income Eligibility (slide)

- The West L.A. supportive housing projects are financed using several federal and non-federal programs, including project-based HUD-VASH voucher and Low-Income Housing Tax Credits (LIHTC), that have different income eligibility requirements.
 - The housing developments on the West L.A. campus are financed using a variety of subsidy sources, LIHTC, project-based vouchers, there may be some local funding sources as well. Each of these sources have different income eligibility requirements.
- Both HUD-VASH (Housing Choice Vouchers) and LIHTC use HUD income limits to determine income eligibility and HUD calculates these income limits annually, setting limits at 30%, 50%, 80% AMI in every community around the country and this is what HUD and LIHTC uses.
- For HUD-VASH, households with low incomes (up to 80% of AMI) are eligible, but public housing agencies (PHAs) have discretion to set lower thresholds, e.g., 30% or 50% AMI.

- For LIHTC, income eligibility for a project is typically set at 50% or 60% of AMI, although Treasury issued a new rule that flows from legislative changes that allows new projects to use “income averaging”; this allows projects to admit households with incomes up to 80% of AMI if the average assisted income in the project is 50% or 60% of AMI. In allocating LIHTCs, states may prioritize projects that assist lower incomes, e.g., 30% of AMI.
 - The idea is to allow developers to place some lower income households, 30%, and some higher income households at 80% as long as the average come out to 50% or 60%. Treasury has not made this available to existing developers, it is only available subsequent to the publication of the rule implementing that change.
 - In West L.A. and in other areas, there are often local programs, (local subsidy sources, foundation grants, etc.), with local requirements that are in place that can also restrict income eligibility.

Explained the basics of low-income housing tax credit eligibility as it exists in federal regulations, with states it is up to the states to allocate low-income housing tax credits to developments. In many states these tax credits are distributed via competitions to prioritize developments that are targeted to lower income households for credits, and this can affect eligibility in developments as well.

Understanding HUD-VASH and LIHTC Income Eligibility (slide)

Reiterated the income eligibility requirement for HUD-VASH AND LIHTC as previously discussed.

The voucher program does have a requirement that three quarters of the annual “New” admissions to a housing authority voucher program need to have extremely low incomes, (30% AMI or below). For VASH this requirement does not apply to the program that is targeted to homeless Veterans even for regular vouchers PHAs may request an exception under special circumstances.

2023 HUD Income Limits for Los Angeles Metro (slide)

Explained the table of the income limits for the GLA area. The Median Family income and Income Limit Category for 30%, 50%, and 80% AMI.

Incomes of Homeless Veterans in Los Angeles (slide)

Shows sample breakdowns of Veterans in L.A that were on the BNL and where they fall on the income scale according to the assessments VA conducted.

Determination of Income and Rent in HUD Programs (slide)

- For HUD programs, household income is gross annual income, excluding income from sources specified in the law.

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

HUD’s Actions (slide)

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

What is the right way to get to that end? Housing authorities have authority to admit homeless Veterans with incomes up to 80% of AMI but they also have the discretion not to. The current regulations allow housing authorities to set lower income limits if they wish. Conversations with the two big housing authorities in L.A., it is HUDs understanding that neither of them do, but it is a possibility. HUD is strongly encouraging housing authorities that administer HUD-VASH vouchers to admit households with incomes up to 80% of AMI especially if they’ve identified Veterans in their communities who fall above that level. HUD has been reaching out to them in a variety of ways:

- Direct conversations with housing authorities
- Brought back a series of “boot camps” which brings together partners in local communities, housing authorities, other service providers, HUD, to talk through a variety of issues related to the administration of the VASH program.
- HUD also has in the pipeline some updated VASH operating requirements for the program. So, when the notice comes out, they anticipate that every housing authority that administers a VASH program will be required to accept Veterans with incomes up to 80% of AMI.

- Recognizing this issue is multifaceted because of the variety of funding sources each with their own requirements, they have been working with Treasury and the VA to address these issues more broadly and develop a legislative proposal to fix any identified problems.

Treasury's Actions (slide)

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

The income targeting rules are there to ensure the most vulnerable and at risk are supported. There are exceptions to the rule, looking at just income, and those partners that are interested in supporting permanent supportive housing for Veterans may be sympathetic to that argument and might be willing to modify their rules for these developments as well as state agencies that allocate low-income housing tax credits as well.

Mr. Zenner thanked them for the recent flexibility for self-certification as well as extending of the leasing up timeframe and that type of flexibility helps to get Veterans in the housing and lessens the burden on the outreach team. Within one week of the issuance of that policy the L.A. County created a county-wide policy which his team has been using. Something they have heard from the VA is that they need to increase in FMR. What they have seen is there is not many folks that are coming close to 120% FMR so they are not planning to raise it to 160%. Are developers being encouraged or can they be mandated to take advantage of the self-certification flexibility and create similar policies as L.A. County has? What they have seen with building 205 and 208 is the housing authority has a process, then the developer has a process and so they were juggling a lot of things within that 60-day mandate and had to keep going back and getting a new letter of income.

Mr. Cho said they recently put out an updated FMR and they reflect a 12% increase across the board higher in some communities, they incorporated some private sources of rental income data as some of the federal sources of data on rental costs may not have reflected some of the real time changes in the rental market. The recent waivers approved for HACLA and LACDA allow them to issue vouchers to Veterans while having additional time to obtain verification of social security numbers, date of birth, disability status and income sources and they are eager to see how this has helped alleviate some of the housing placement challenges. They would be happy to work with other partners in providing some technical assistance in extending those flexibilities for other programs that HUD does not administer.

Mr. Rice said they did provide waivers to the two housing authorities in L.A. that they hope will streamline the process of admitting households and documenting their income, etc. Some of the more significant changes will require some statutory change. The issue of differing processes for income verification is something that would require statutory changes. There was a change, 2016, in the statute governing the housing voucher program, and has allowed agencies to accept income verifications from other sources within a certain period, just to get them into the unit, but the housing authority still has to do its own determination. They hear more about the flip side where a household is given a housing voucher, so the housing authority has already determined they're eligible for the voucher, they find a unit in a tax credit property, and they then must go through the income verification process again and it extends the time. They've had numerous conversations with housing authority in N.Y about this, they've discussed having the housing authority share the income information with other providers, it would require the tenants' consent and so there are no HUD rules governing that but a housing authority could request consent from a tenant to share documentation to streamline the process but that is done on the local level.

Mr. Zenner asked if they were aware of assembly bill 2010 in the state of California, that allows data sharing?

Mr. Rice was unsure of that bill.

Mr. Zenner explained there is a state level authority to share homeless data, and this might be something to investigate.

Mr. Allman asked for clarification regarding eligibility and the deferred disability benefits that are received in a lump sum amount or in prospective monthly amounts.

Mr. Cho said his understanding is that in some cases, particularly with Veterans experiencing homelessness, they may not have been connected with VA to determine eligibility for disability benefits so they end up having benefits owned to them and those might be provided in a lump sum payment and that lump sum payment would be excluded from income.

Mr. Allman asked if a homeless Veteran is put into housing and the county helps them file a disability claim and they get a lump sum payment, that will not be counted as income but the next year when they go to verify income and are now receiving a VA disability compensation, will that make them ineligible for housing?

Mr. Cho said the amount that they are expected to receive on a regular basis, that annual amount would then be considered as part of their income.

Mr. Allman asked what happens if a Veteran is housed and then disqualified because they are now receiving a VA disability compensation?

Mr. Rice said if a Veteran is admitted to the program because their income is below the threshold, but at some point, their income increases, does that make them ineligible? The way it works in the program:

- People's incomes are re-verified every year, that re-verification is not an eligibility determination, per se, it is for the determining what rent they pay in the assisted unit. However, if it's determined that the income is high enough then they would receive zero subsidy from the voucher program.
- The voucher subsidy is based on their income and the rent and fills the gap between the two.
- If the subsidy is zero because their income has gone up, there is a 6-month grace period and then they have options and the owner/operator have options.

An important strategy in doing supportive housing development, doing mixed income developments where some units are subsidized with tax credits, project-based vouchers and some units are not. It would be a great application of this if a developer can arrange with the housing authority to add or remove project-based vouchers from units if they wanted to put an over income household in there. So, if the person is already in the unit and their income increases so their subsidy is zero, they can:

- Offer the household another unit in the development that is not subsidized.
- Remove the project-based voucher from the contract for the unit the household is occupying.
- The person can move to another development.

Mr. Allman asked with the success of getting homeless Veterans into the units, they will stabilize and recover and perhaps some of them will want to go back to work in the broader community. This needs to be taken into consideration and the system as it stands does not seem to account for that. They have looked at other situations; the Social Security Administration's PASS program, the recipient can work without losing their disability payment. Does HUD have a vision for that?

Mr. Cho said the voucher program, including HUD-VASH, is designed to allow for economic mobility, they do want people to work and increase their incomes. The income that initially made you eligible for the voucher program is not the income that you must stay at for the life of your obtaining that rental assistance, so there is already built in flexibility.

Mr. Allman said this campus is in a high rent area and if the Veteran gets a job and makes enough income to where their subsidy is zero and if we're telling the developer that it now goes potentially to market rent, that's very high rent and this is the next challenge beyond AMI.

Mr. Cho said the market rate housing is expensive and unaffordable in Los Angeles, and all over the country, and this is a bigger challenge that HUD is working to solve through other means, which is increase the supply of rental housing in general, affordable housing that includes people who aren't necessarily needing a voucher. Working with other programs within the voucher program that housing authorities can use, (e.g., family self-sufficiency program).

Dr. Harris said the average is calculated on the unit income limits and not on the tenant's income. This only fixes the tax credit piece, the other sources of financing like VHHP in California or county or city funding they can't get around that with income averaging.

Dr. Bamberger asked how they saw things that are different about project-based units on campus vs. tenant-based units in Los Angeles and how do they see the services in these units serving people who are 100% disabled.

Mr. Cho believed there are benefits to project-based vouchers in particular, but also project-based purpose built permanent supportive housing in general. It is very difficult to utilize vouchers in the current rental market because rental costs are very high and private landlords often can find renters who are not subsidized and can pay rent above market levels. Housing authorities are struggling to find available units in the private market. In terms of the benefits to Veterans or people who are experiencing homelessness who have greater challenges there's obviously benefits of having onsite support and services and wraparound case management available onsite. Not every person experiencing homelessness needs the onsite services and they promote the idea of integration that people should live in the community. And he believes they need both scattered site and tenant-based housing as well as project-based units.

Dr. Bamberger recognized some Veterans are better served onsite at the West L.A. campus. Mr. Cho had talked about some opportunities for blending funding to overcome this AMI challenge, however, most of the proposed buildings on-site also have local funding and there is no way to raise the AMI for the units on-site because of the funding that is built in from Jump and that is why there is the issue of can the Veterans disability payments be excluded from income calculations.

Mr. Cho said they are happy to address income eligibility with funders. On the issue of why HUD can't just exclude VA disability payments for their income calculations they cannot do this for the voucher program because the voucher subsidizes the difference between a 30% of the persons income and the rent they are charged. If you start to exclude various sources of income from calculations for the voucher program, the housing authorities must use a lot more of their resources to pay the same amount for fewer number of vouchers. It's an inverse relationship. They believe that the 80%

increase in income eligibility may solve 99.5% of cases that they've seen so far. And if there are a handful of Veterans whose disability benefits puts them above the 80% AMI, he believes that they would need to work with the VA to find other programs (SSVF) that might help fill the gap.

Dr. Bamberger stated the challenges they are talking about in excluding Veteran disability income in qualification for housing.

- Budgetary impact on the local housing authorities
- Statutory vs. Regulatory decisions

Mr. Rice: From their perspective there are three categories of issues:

1. Legal issue – HUD does not have authority.
2. Budgetary issue – When you exclude the disability benefits from income a share of the roughly 30% of the excluded income funnels into increased voucher subsidy costs.
3. Fair Housing and Discrimination – possibility of creating a problem if they treat different categories of people with disabilities differently just based on the source of their disability benefits.

Dr. Bamberger said with the issue of statutory vs. regulatory changes, the recent HOTMA changes created some greater control over deciding income for Veterans these regulations go into effect in January 2024 and give the HUD Secretary the opportunity by notice to change the definition of income for Veterans. Could this give HUD the opportunity to make these income changes without having to go to Congress for regulatory changes?

Mr. Cho said HOTMA gives some flexibility but within the law. Many of the HUD attorneys as well as the office of general counsel have looked at this issue and understand that what the law dictates for HUD-VASH vouchers is that you cannot exclude VA disability benefits. The budget for HUD is on the discretionary side of the budget, if more people qualify, HUD's budget does not go up for tenant-based systems, they deal with annual appropriations and that is why they in the President's FY 24 budget they requested a new mandatory voucher program for all extremely low-income Veterans to prevent and potentially eradicate homelessness among Veterans.

Dr. Bamberger asked through statutory or regulatory changes; why can't they state that the total income that someone makes, including disability payment is used for rent calculations and excluding disability income for the purpose of qualifying for housing? They could use a different number for rental calculations vs. calculations necessary to qualify for the units that are restricted by LIHTC.

Mr. Rice said they cannot do this under current law it requires a statutory change. People with incomes above 80% AMI the subsidy is zero and so, why are we giving this person a voucher if they don't need a voucher subsidy to pay for rent. So, they should look at how people can access supportive

services in housing without using a voucher that they don't need to cover the rent.

Mr. Begland asked if the explanations heard this morning are national explanations. The existing policy solutions are not working for California. They read the statute that takes effect in January 2024 as conferring on the Secretary of HUD Congressional authority to proceed by means of either rulemaking or notice to change the definition of "income."

Mr. Cho said referring HOTMA their legal understanding; one of the foundational aspects of the voucher program is income eligibility and within the bounds of what they have authority to change, they cannot change the definition of income. They cannot have one definition of income for eligibility vs. how much subsidy that is built into the nature of the program. They are searching for a solution and have asked if there's legal authority and there is no legal authority.

Mr. Begland encouraged them to challenge the HUD lawyers on their analysis. Congress spoke clearly that the Secretary can proceed by means of notice after January 1st, 2024, to change the definition of income. He understands that it flows through to adjusted income and the rental subsidy, but that now becomes a budgetary discussion, not a legal discussion. He asked if there a separate HUD-VASH budget from Housing Choice?

Mr. Rice answered the initial budget authority for new HUD-VASH vouchers is separate from housing authorities. Renewing VASH vouchers they go into the regular renewal formula; housing authorities typically ensure that they have enough money on hand to cover their VASH vouchers.

Mr. Cho said it's basically one account, but they must track and report the budget authority separately in terms of how many people are in.

Mr. Begland believes there is a principled reason for treating Veterans disability benefits different that other disability benefits different from other disability pay. The definition of VA disability is a mental or physical illness incurred or aggravated during military service.

Mr. Cho said they will look at this and bring back to their lawyers. The budgetary impact keeps in mind if they exclude disability benefits, they cannot do this separately for L.A. vs. nationally and there could be in a situation where the net number of HUD-VASH vouchers would decrease below what it is today.

Mr. Begland asked if the lawyers if they could proceed by means of notice to ask the Secretary treat California differently. If the White House is pushing for the state of California to be the subject of homelessness initiatives, if you do it by notice and you limit to those markets it's a good example of proceeding by notice and not a regulation of general applicability.

Mr. Mangano said they need to define the acuteness of that disability and distinguish it against other disabilities so that it would be a clear case for HUD to take action for those 70-100% AMI. The board will work on that paper to provide a document as to what holds those folks in a place where they should receive this benefit in terms of not including their disability benefits. He asked how would excluding the VA disability benefits, there would be less income and therefore, there would be potentially fewer subsidies?

Mr. Cho said the tax credit program is different in that the amount of subsidy is not relative to people's income. If they have an income eligibility definition for people who can get in, but the amount of tax credit doesn't go up or down based on the income level of the Veterans. So, excluding disability benefits for LIHTC purposes doesn't have any budgetary impact on the tax credit program because the subsidy is built into the units regardless of the percentage of AMI and if disability benefits go up or down.

Mr. Mangano asked excluding VA disability benefits doesn't have any budgetary impact on the tax credit program for LIHTC. What about in other forms such as the Home Key efforts?

Mr. Cho said the exclusion of VA disability benefits has a unique impact on the HUD voucher program because of the way voucher subsidy goes up or down based on whether people's income goes up or down. LIHTC and other capital sources that brings the rent schedule down for those units that doesn't change based on what's included or not for income. It is a different calculation.

Mr. Mangano said in some cases, the exclusion of that resource would have an impact on the number of vouchers and in other cases it would not?

Mr. Cho said it would not on the LIHTC program.

Mr. Mangano asked if it was presumption that most of these are LIHTC? There are efforts where LIHTC is not being utilized, it's state money that is being utilized as a capital investment.

Mr. Cho said there is a question of what is being calculated for purposes of income eligibility for any of those state or capital sources. The subsidy level of those capital sources doesn't change based on what's calculated as income. This is unique to vouchers where you're paying a gap between income and rent levels.

Mr. Mangano asked what is the significant impediment to get the AMI issue resolved?

Mr. Cho said it is a conundrum in getting this done because of the many layers of funding that all have different income eligibility calculations and definitions. From the HUD-VASH side, they have already issued communications nationally from their Principal Deputy Secretary to Housing Authorities that they should use the flexibility to increase eligibility to 80% AMI. The LIHTC barrier that's something the Treasury would need to take legislative action on.

Mr. Mangano asked if the is the major impediment with Treasury.

Mr. Cho said it is one of the impediments. He encouraged them to speak to Treasury. His understanding is that they are supportive in pursuing the legislative change that would exclude VA disability benefits across the board but that would be something that Congress would need to act on.

Mr. Mangano asked if that were to happen it would get the three major agencies involved to get this resolved and this would no longer be an issue, correct?

Mr. Cho said they are other state and local sources that also have different income eligibility rules which is the next step for them to speak with those partners. To address the underutilization of vouchers the HUD Deputy Secretary has charged and is closely monitoring. They have taken several steps to address this:

- Reinvigorated the HUD-VASH boot camps – bringing agencies together to collaborate and understand the HUD-VASH utilization.
- VA is working to fill HUD-VASH staff vacancies.
- VA is also working on collaborative case management – a team-based approach to case management to enable more flexibility.

They are hoping this multiprong approach being taken will increase utilization going forward. With lease-ups they could use help from community partners to engage landlords to make sure that they are marketing the HUD-VASH program and ensuring that landlords are being brought into the program.

Dr. Harris said going back to the OGC attorneys about this issue and all their analysis to date has been using the existing definition of income going back to ask them for a new analysis using the new clause about other exclusions by the Secretary by either regulation or notice.

Mr. Zenner said in L.A. county as they are getting homeless off the street, they are hesitant to bring them to the county Veteran services office to get benefits because they don't want them to be homeless.

Lt Gen (Ret) Hopper said they will have another discussion on this as they the board looks at their recommendation.

LUNCH

<p>The hiring process, with specific focus on average time to hire, and updates on GLA VHA hiring fairs.</p>	<p>Mr. Joseph Dronchi, VA Greater Los Angeles Healthcare System Senior Strategic Business Partner Grant Sloan, VISN 22 Chief Human Resources Officer Susan Gurule, Deputy Chief Human Resources Officer Latoya Dowdell-Burger, Marketing Expert Chelsea Childress, Associate Director for Resources for GLA</p> <p>Mr. Dronchi introduced himself and reviewed the agenda.</p> <p>Recruitment and Retention (slide) VA Greater Los Angeles Healthcare System will end FY-2023 with positive growth and a reduced vacancy rate. This was accomplished by:</p> <ul style="list-style-type: none">• Leadership engagement• Utilization of monetized incentives• Rapid process improvement of the onboarding process <p>Mental Health Recruitment Initiatives (slide) Mental Health professionals are trending for positive recruitment/retention rates. This was accomplished through:</p> <ul style="list-style-type: none">• Special Salary Rates• Recruitment• Retention• Relocation incentives• Enrolling eligible employees into the Education Debt Reduction Program (EDRP) <p>Ensure they have the top talent and ensure that they stay (incentives)</p> <p>Mental Health Provider Recruitment Snapshot (slide) The mental health providers they discuss are psychiatrists, social workers, psychologists, and psychiatric nurses. The mental health provider vacancy rates have decreased by 5% compared to October 2022.</p> <p>Mental Health Retention Psychologist & Social Workers (slide) Psychologist vacancy rates have decreased by 6%, while the Social Worker vacancy rate has decreased by 4% compared to October 2022.</p> <ul style="list-style-type: none">• Between October and November 2022, a special salary rate that was initiated.• Total vacancies for Social Workers were reduced as well. <p>Mental Health Retention Psychiatrist & Psychiatric Nurses (slide) Psychiatrist vacancy rates have decreased by 3%, while the Psychiatric Nurse vacancy rate remains at 0% compared to October 2022. The National standard for Psychiatrist vacancies is usually at 15%.</p> <p>Hiring Fair Recap (slide) Mr. Sloan: They held a hiring fair in June at the Sepulveda Ambulatory Care Center. Their hiring fairs are large events that take a great deal of planning</p>
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and care to set up, marketing and at this most recent event they had 55 separate occupations participating with hiring managers on site.

2023 Hiring Fair Roadmap (slide)

Setting up the hiring fair is a partnership between the business, human resources office and the facility.

- Key stakeholders together
- Identifying the space
- Using the Incident Command structure
- Business lines that help processing and onboarding of staff (Occupational Health, lab, credentialing, and privileging)
- VA police for safety and security
- Environmental services to help keep the area clean.
- Rehearsals to ensure safe movement, good wayfinding, and signage.
- Eight-weeks of prep prior to execution

2023 Hiring Event Marketing (slide)

They use many different types of online marketing (print, online, etc.) Getting out to platforms people are more comfortable using (LinkedIn, Indeed, Facebook, etc.).

2023 Hiring Fair Enhancement (slide)

Novel approach to hiring, all the preemployment activities are on-site and ready to go. So, as the hiring managers are making their selections, we're bringing people in and performing preemployment physicals, background investigations, finger printing, drug testing, and starting the entire process that day. They do cater to walk-ins so there are many HR staff attending these fairs.

2023 Hiring Fair Workflow (slide)

They provide participants with a handout that reviews what they can expect their day to look like, if they are selected for a position. They've created an app, Oasis Express, that allows them to know that candidates have completed all their preemployment activities.

Mr. Dronchi said the handout flow maps the requirements for those in a clinical position on the left-hand side and requirements for non-clinical positions on the right-hand side.

Future State of Hiring Fairs (slide)

Mr. Sloan said they are working with VHA to incorporate what our hiring strategies are for hiring fairs into their playbook.

June 2023 Hiring Fair Results (slide)

They had over 700 applicants come to the hiring fair, they made over 200 selections, and they had over 100 future applicants which are applicants that should a new vacancy occur, or someone drops out of the hiring process they can immediately move those individuals into recruitment and not have to go back out and advertise.

They did get some Social Workers a Psychologist at this event.

Mr. Dronchi said although they recruited to multiple occupations there was a mix of Title 5, Title 38, and Title 38-hybrid positions.

Mr. Sloan said some success stories, they had a homeless Veteran looking for work and they were able to hire him that day. This helps to reconnect to the mission about getting people, Veterans the help they need and continuing to support them.

GLA Leaderboard (slide)

Mr. Sloan said VISN 22 HR leadership serve on two VHA National Committees:

- HRIS National Standardization (Onboarding Applicant System OASYS)
- Hire Right Hire Fast 2.0 Launch

Ms. Dowdell-Burger said part of the launch they're asking for a specific marketing playbook to include how to get paid marketing and developing a full comprehensive strategy.

- Grassroots approach,
- Paid advertising,
- Internal work with the public affairs office,
- National recruitment office.

This is the additional work they are doing that will be shared across VHA.

Mr. Dronchi recapped the Mental Health Recruitment Initiatives.

Ratio to vacancy rate they have two measures; they have the time to hire and time to fill with a goal under 20% for a facility our size. So, for them to decrease the vacancy rate by 2% from FY 22 is significant.

Mr. Zenner asked if the Psychiatric Nurse Practitioners (NP) at 0% vacancy or were they Registered Nurses (RN)?

Mr. Dronchi said the NP with psychiatric specialty was a 0% vacancy rate.

Mr. Zenner said with double digit vacancy rate for Psychiatrists is there any discussion on possibly converting some of those positions to Psychiatric NPs?

Mr. Merchant said they are looking at all these flexibilities. One of the challenges particularly with Psychologists is getting people to work in facilities in-person. Most of our mental health encounters, (70%), are done virtually. While that works for a lot of people, it doesn't work for others. Many of these pay authorities are implemented under the PACT ACT and they have been working to implement those. They now have the critical skills incentives which address specific occupations to include things like housekeeping, aids, nutrition, food service workers, and those historically lower graded positions. He has been working with other medical center directors in California to level set the pay for important career fields across the board, so they are not competing among each other for the same people and creating this churn of people moving around the healthcare system for better salaries.

Mr. Zenner asked how they are planning for safety regarding the additional housing units coming online on the campus, given the lengthy process and onboarding of VA police officers?

Mr. Sloan said it is a lengthy hiring process; it involves several exams and two of which must be done sequentially. There has been some improvement in their ability to send people to the law enforcement training center and that is more on a national level making the training center available.

Mr. Merchant said they are studying how many VA police will be needed as the housing units come online on the campus. They currently have about 100 in their police force, but they also have a high vacancy rate. The challenge is there is approximately a 6-month gap before those who are selected can go through the law enforcement training center which is one facility for the entire country. So, they need to have a good plan regarding the number of officers required, the resources, who is responsible for providing what portion of that security, (VA police, private contracting company, etc.), and where on campus (the public streets, inside the buildings, etc.). Some limiting factors:

- Salary,
- Decrease in the number of applicates for the police force,
- Throughput to the Law Enforcement Academy.

They are looking into options such as using other law enforcement training centers, including the Federal Law Enforcement Training Center vice the VA and augment those special skills that are required for VA police.

Dr. Bamberger asked if there are there any types of employment classifications of employment that should be focused on to be able to reduce the number of unused vouchers and get more people housed?

Ms. Hammitt said they have been doing well using non-competitive hiring authorities, she would like to see modifications in current positions to nursing as she believes this will help to increase their nursing positions. She

would like to see about exploring occupational therapists and recreational therapists.

Mr. Tucker asked if the 6-months the baseline for filling those positions.

Mr. Dronchi said there are a couple of factors they look at; the time to fill when a current position becomes vacant, there is a 6-month marker that they would like to see some type of action in the recruitment of that position. For their time to hire they have an 80- and 100-day model, depending on the type of occupation.

Mr. Sloan said that is the baseline for hiring police officers' other occupations go faster. A few things that contribute to the longer timeframe for police officers are the physical and psychological exams, structural issues with hiring VA police.

Mr. Mangano asked why there is such a high level of loss? Why are people leaving?

Mr. Sloan said the highest trending reason was to relocate. He believes it is probably due to the high cost of living in the Greater L.A. area. Unfortunately, they don't necessarily have a good way of impacting those types of losses. Some are leaving due to pay in some of the occupations, some must relocate because they are military spouses, and their spouse is being transferred. They do offer many virtual positions, however, that can't replace in person care.

Mr. Dronchi said some of the moves are the interagency moves where they are moving from one VA to another.

Mr. Mangano asked what the average length of stay for the Social Workers and if there was a high turnover. Would these be called case managers?

Mr. Sloan said they can get that information. It may be a high turnover which is one of the reasons for the special pay.

Ms. Hammit said HUD-VASH case managers are social workers.

Mr. Mangano asked if the high turnover in these positions provide some of the reason for the inconsistency for support services in HUD VASH? Ms. Hammit said they have some vacancy rates that are higher which makes it difficult to provide the full complement of services, but they use a combination of nurses, peers in addition to social workers when they have high vacancies in HUD-VASH.

Mr. Kuhn said over the past year they have been working to bring in more staffing and the community providers are a resource they are looking at

	<p>addressing the short fall in staffing and will use contracts in addition to the recruiting efforts, so they do have a strategy.</p> <p>Mr. Mangano said low utilization rate of vouchers some outsourcing needs to be thought about to community groups who may be able to respond to personnel needs.</p>
<p>ULI Technical Assistance Panel: Town Center Concept at West LA Campus Status Update</p>	<p>Marty Borko, Executive Director, Urban Land Institute Ron Altoon, Architect and Urbanist Robert Gardner, Market and Economics Allen Freeman, Ernst and Young to discuss implementation and finance.</p> <p>Mr. Borko said that the recommendation results of the preliminary recommendations a more detailed report to follow.</p> <p>The Mission of the Urban Land Institute (slide) A nonprofit, global organization focused on the real estate industry.</p> <p><i>“Shape the future of the built environment for transformative impact in communities worldwide.”</i></p> <p>ULI Los Angeles Technical Assistance Panel (TAP) (slide) They engaged with Concourse Federal and in the sponsorship engagement they helped work through the kind of scope of work, the logistics of setting up their technical assistance panel. The briefing book has background materials that were prepared for their team. They held a 2 ½ day workshop in June they will be sharing the preliminary recommendations today.</p> <p>TAP Panelists (slide) The TAP is a third-party objective view of looking at the technical issues impacting communities and organizations. The ULI members volunteered time in the range of architecture, finance, development of market analysis, sustainability policy, traffic, and circulation adaptive reuse some of the ULI members are also Veterans.</p> <p>Stakeholder Interviews (slide) They conducted a whole range of stakeholder interviews with key stakeholders that were Veterans, administrators, people from the hospital, housed Veterans on campus.</p> <p>Immersion Tour (slide) Members had an opportunity to tour the North campus and see the work that the principal developer has done and see where there were places for opportunities. Their scope was to look at how to create a heart for this campus, or Town Center or Commons.</p> <p>The Context (slide)</p>

This report was not intended to validate or invalidate any of the concepts of the previous master plans. They began to look and address within the context of unhoused/homeless Veterans in the GLA area and what does it mean to make a community for them and what might be missing to help create that stronger sense of community on campus? The idea of place making and integrating the Veterans into the community were the consistent themes that came up. They understand there is a strong regulatory framework that's in place, governing the land use and approvals.

Factors for Success (slide)

Mr. Altoon said the idea of the Commons is to build a sense of community. The community is not only the people living there but also those people that could come and engage with. The Commons created this new vision for a Town Center connecting with a larger community of Veterans but to also use services on the campus and best practices to put this all together.

Key Drivers (slide)

- Listen,
- Create spaces that spur purpose and meaning,
- Provide an appropriate and realistic program,
- Enhance campus entry, wayfinding, and links to transit and south campus,
- Establish public/private zones, limiting public intrusion into private areas inhabited by those experiencing homelessness,
- Resolve conflicts from existing roadway grids,
- Prioritize open spaces in design considerations.

2016 Master Plan Town Center Observations (slide)

2022 Master Plan Town Center Observations (slide)

Mr. Altoon explained that part of the weaknesses they observed in the two master plans that they had in common was:

- The distance and visibility for nonresident Veterans that may wish to participate on the campus and may wish to serve as mentors or engage with those who are on the campus,
- Wayfinding,
- Not having a heart or focal point,
- Some spaces were over scaled for the number of people that would be using them,
- They were demolishing some historic buildings,
- They were using mixed-use which is not allowed under the ground lease.

Vision Statement (slide)

"To create an inviting, human scaled, mixed-use Town Center that prioritizes visual beauty, connects to and builds community, respects regional history,

reflects local core values, embraces sustainable principles, evokes a sense of place, is informed by contextual forces, and produces a legacy of enduring pride for the residents of the West Los Angeles Veterans Affairs Campus and all Veterans in the Southern California region.”

Who are the Commons Clientele? (slide)

Mr. Gardner said there is a large robust community around us as potential parties interested in the Commons.

What are the Interests of the Veterans’ Community? (slide)

Each of these segments have different interests.

- Those that live here,
- Those that come here,
- Those that work here,
- Neighbors.

Utilization of the businesses in the Commons, (possible retail, food services, etc.), as well as the community at large.

What is the Demand Potential? (slide)

The audience of the Commons is expected to support nearly 35,000 sq. ft. of market-driven retail by 2023.

What is the Phasing Opportunity? (slide)

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

Market-Driven Demand Potential (slide)

Today, most demand would come from Veterans who live offsite. As housing on campus is built overtime, Veterans who live onsite will account for most of the retail demand.

Program: Common Uses (slide)

Various uses that make sense to be at this Commons:

- Retail
- Dining
- Services
- Conveniences
- Recreation & Fitness
- Medical Services
- Arts
- Education
- Vocational Training
- Co-workspace
- Civic and Convening
- Farmers Market & Craft Market
- Programming

- Hospitality

Brands: Partner with Veteran-run and Veteran Focused Businesses (slide)
All the commercial spaces on campus, including retail, food and beverage, and services are expected to focus on Veterans as the primary clientele.

A Veteran Serving Hotel (slide)

Potential to attract hospitality businesses it may provide a source for regional use as well as providing job opportunities and training opportunities in the hospitality industry for Veterans on-site.

Placemaking Principles (slides)

Mr. Altoon said the program of common uses, they saw a sense of aloneness, a sense of isolation and if we want to integrate Veterans back into society and transition out of homelessness once you've provided a place for them to be able to begin that transition you need programmatic elements there to cause this to happen. Whether it is the retail, dining, services, convenience recreation, etc. Those need to be accommodated and how do you do that? This is done by place making with certain principles:

- you want to engage and build community,
- analyze the context that so you're doing is appropriately,
- you want to celebrate what you have on the site (natural and historical features),
- set up a framework that causes this to work and work effectively,
- furnish blank spaces so that people want to use them,
- use the same piece of land multiple times (mixed-use),
- contain spaces so you build the intensity of participation,
- create a sense of harmony but also allow dissenting voices to speak,
- emphasize landmarks, nodes, districts,
- defining space and creating connectivity,
- etc.

Sustainable and Resilient Commons (slide)

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

The Commons: Celebrating Veterans' Lives (slide)

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

- The Quad,
- Parade Ground,
- Chapel Square.

The Commons: site access and entry (slide)

The Quad (slide)

Parade Ground (slide)
Chapel Square (slide)
Veteran Hotel (slide)

Veterans can use this hotel when they visit friends and colleagues on the campus or Veterans can use when they visit Southern California.

The Commons (slide)

A Concept Diagram that talks about the Quad, Parade Ground, Chapel Square creating a range of opportunities on campus that are minimally disruptive to all the activities taking place.

Mr. Freeman asked how do we make the Commons a reality in a way that leverages all the work done by the VA, principal developer, and the Veterans community. To develop these implementation considerations, we had numerous conversations with the VA, legal, real estate, finance, Veteran advocacy groups and the principal developer and reviewed some key documents such as the Enhanced Use Lease Agreement and the 2016 and 2022 Master Plans.

Implementation (Veteran Engagement) (slide)

Mr. Freeman: Veterans want to play an integral part of the redevelopment of the West L.A. campus and there has been significant public input. The VA should continue to build on these efforts to ensure a very high-level of Veteran engagement during the project.

- Common agenda,
- Continuous communication,
- Dedicated staff to coordinate participating organizations and agencies,
- Mutually reinforcing activities,
- Shared measurement system.

Implementation (Legal)

Mr. Freeman said there is some ambiguity as to whether non-housing uses are permissible on the West L.A. campus. Mixed-use, public-private development has been used on other federal agency plans, such as DOD, this may be an emerging concept for VA and to ensure this is not an impediment to building a Town Center VA may want to obtain a legal determination, if possible.

Implementation (Financial) (slide)

Mr. Freeman said due to the complexity of mixed-use development on federally owned lands conventional financing is likely going to be limited and it is important to explore a diversified strategy. The VA may want to consider a variety of financing options:

- Private sector,
- Grants,

- Government incentives,
- Tax credits,
- Possibly naming rights or sponsorship opportunities.

Certain existing EUL ground lease revenues stay locally at the West L.A. campus, as opposed to being absorbed into higher level VA budgeting, it is important to ensure that this practice continues, if possible. From an operational perspective securing a qualified retail operator will be important.

- VA Canteen service’s ability to sublease to vet-owned/aligned retailers.
- Integrate volunteer programs into retail/services operations.
- Evaluate the ability to transition appropriate non-medical personnel and office uses from South Campus to North Campus to increase foot traffic and support new commercial uses.
- Ensure adequate security/public safety costs are included in operating budget for the Commons and North Campus.

Next Steps (slide)

Mr. Borko shared some final thoughts and next steps. The technical assistance panel was never anticipated to be a new master plan, it’s best use is as a foundational document as they start to move into the 2025 Master Plan update and begin to integrate some of the ideas that they came up with for a “heart” to the campus and integrate the idea of the Commons. They want to make sure it does not impede on the progress that is already being made.

Value for Our Veterans (slide)

Mr. Borko said this exercise was an understanding of the Veterans needs and creating the value of community. He hopes that the recommendations in the final report are of value to the board as they move forward in the development of the VA campus.

Mr. Begland asked This was the first time that anyone had mentioned commercial viability for commercial activity on the campus. How do you go about determining that?

Mr. Gardner said it is multidimensional but behind the numbers were consumer expenditure patterns and behind those are the attempt to understand what makes sense to be spent here.

- Start with demand magnitudes.
- Translate them into sales per square foot.
- Given the nature of the location they look at what can they attract and the capture levels that make sense on site.
- The developer can help think about what they can put in this location as soon as possible.
- Creating a setting that becomes synergistic to the whole opportunity.

Mr. Borko said a detailed market analysis and economic feasibility with outside expertise would be very useful.

Mr. Allman asked when they should expect to see the final report and how does VA intend to distribute the information to the community?

Mr. Merchant said their planning team have been working with ULI on the refinement of the recommendations once finalized then extensive outreach to get feedback from the Veteran community and validate what they are hearing from ULI. They've been looking at essentially three different audiences:

- Veterans who live on the campus,
- Those who frequent the campus bus don't live on the campus,
- The wider Veterans community.

They also need to consider the shifting use patterns as it relates to the scope of services needed. They need to be thinking long term and what the West L.A. campus will become in that vision of being a robust healing, restorative community that links housing, healthcare and services needed for Veterans there to thrive.

Mr. Allman commented that there should be an intense public debate, starting with the ULI report becoming public. This is something the VA could potentially make a final determination on for master plan 2025 and should take the full year (2024) to receive input on this concept. However, there is a problem with the current parcel release schedule currently it is designed in which VA intends to start master plan 2022 town center in May and he believes this is premature. He believes the current focus should be on permanent supportive housing for chronically and at-risk homeless Veterans and get more input on what this town center is.

Mr. Zenner agreed with Mr. Allman's parcel release. He said it seems they are going further South when they should be keeping all the housing on the Northern portion of the campus. Land use has been very contentious, and commercialization is something that he has gotten feedback from constituents regarding this and wants to ensure there is full transparency. He does like the idea of a carefully tailored commercialization on the property specific to Veteran-owned businesses, hotel where recently transitioning service members and Veterans visiting from other parts of the country can stay. They need to make sure they are getting as much input as they can from the Veteran community about this project.

Mr. Mangano thanked them for providing an authentic and objective view of what the campus could be and creating a sense of belonging so Veterans living there will have a larger community to relate to as well as a sense of living in a community again.

Mr. John Kuhn, Deputy Medical Center Director, VA Greater Los Angeles Healthcare System

Barriers to Voucher Use (slide)

Mr. Kuhn: Highlighted a couple of important points from the slide.

- Background checks disqualify applicants.
- Landlord discrimination. Routinely see discrimination against anyone with Section 8 vouchers. This is illegal in California, but it is widespread.
- Medical and mental health conditions of applicants. Some landlords worry about substance abuse disorders and don't want to deal with them and find reasons to turn them down.
- The lease-up process requires landlords to keep units vacant while voucher processes completed.
- Inspection can create uncertainty resulting in repairs and delaying lease-up.
- Allowable FMR often below the actual market rent.
- Dealing with PHA bureaucracy.
- VA processes. Processes both HUD, PHAs and VA have used to ensure that we use these vouchers in a way that is responsible and compliant with Federal statute and regulation. The compliance process makes sure there is no fraud, but it can also pose barriers to the processes that make it difficult to utilize these factors.

They also see the different rates of utilization with project-based vouchers (PBVs) and tenant-based vouchers (TBVs).

- PBVs the utilization rate is about 85%,
- The numbers of referrals they have received for vouchers not in use of PBVs they're over 90. Some PVBs they cannot use such as L.A.'s Skid row trust because of the poor conditions.
- The utilization for TBVs the utilization is around 60%.
 - The discriminatory effect
 - Market rents are high in L.A. and California
- Some Veterans suffer from "learned helplessness" due to trauma and it's hard for them to engage in some of these processes.

If they want to ensure Veterans stay in housing, they need to ensure they hire enough Housing Navigators and people involved in the process of placing Veterans and helping Veterans find housing. They don't have enough VA staff to move aggressively to increase the use of the vouchers, they do contract staff to fill in the gaps, they have gone from \$16M in contracting to \$36M to get more staff. They are hiring staff that know the community, know L.A and who can parlay that awareness of the community knowledge into effectiveness and partnerships that they may be able to leverage through that.

Demand for Affordable Housing (slide)

- California is the most expensive rental market in the country,

- State of Homelessness 2022, the Los Angeles Homeless Services Authority reports that everyday 207 homeless people are re-housed,
 - But, every day, 227 falls into homelessness.

This suggests:

1. We need to do a better job of prevention.
2. Part of prevention means creating more affordable housing.
3. We need to find ways to get additional housing stock.

Veteran Homeless Population’s Increasing Vulnerability (slide)

- Aging Veteran population,
- More Veterans who have experienced homelessness are coming to them with greater levels of disabilities,
- These needs are part of what needs to be addressed to help people stay housed and it also influences some of the housing development activities moving forward.

High Rates of Serious Medical and Mental Health Needs (slide)

They do not have the FY 2022 data available yet, but from the FY 2021 data:

- There was a spike in the serious mental health conditions that have led to disability that occurred in 2020 due to COVID.
 - Substance abuse disorders
 - Depressive disorders
- These are falling back down towards pre-pandemic levels which is an encouraging sign that some of the isolation and stress caused by COVID appears to be abating and well see what the FY 2022 report shows.

These medical and mental health issues are challenging to overcome and even more challenging for those that are unsheltered.

Engagement (slide)

They need to engage the unsheltered Veterans these are Veterans that are at the highest risk.

- Establishment of emergency housing call center – they have gotten approximately 230 placements from this.
- Reconstituted outreach team cleared Eisenhower encampment – they were able to make use of all available resources and partnership with the local community and place people in housing.
- Move Welcome Center to bldg. 402 – next to building 500 the main building for medical care making it easier for people to get to and is collocated with the HPAC services so they have health care and the Welcome Center in one place making it an easier and more effective service.
- Alternate Ride Share program re-established after loss of 4201 funding. Was previously funded from COVID funds, they were able to find a non-VA appropriated resource to re-established to allow them to transport Veterans experiencing homelessness to

appointments, to get them to housing, etc. The Village for Vets has made this possible as they are helping to run this program.

- Exploring screening revisions to lower ABH barriers – meeting the Veterans need when they present vice waiting a day or so for the screening process.

HUD Waivers Announced (slide)

Local PHAs agreed to work with them and submit to HUD the waivers for different elements that would waive criteria that have been barriers to getting Veterans housed.

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

These are going to be more important for TBVs because waiving these allows for TBVs to make that process much faster, for PBVs it's a more challenging but they are working on it.

One Team Philosophy (slide)

Sally Hammett's team have operationalized this and putting this One Team philosophy into effect.

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

Local staff across these programs are meeting on a regular basis it's a holistic approach to care, this all needs to be data driven and they will rely heavily on the BNL to help drive the services delivered.

Implementation of One Team (slide)

1. Establish a team structure that is streamlined and responsive so that all available and appropriate resources can be blended into a housing and service plan.
 - For example the frustration with the slow utilization of the TBVs, the utilization is slow partly because some of the barriers they hopefully addressed through the waiver process, but also staffing so they've begun to have SSVF doing the housing navigation pick up that front end where they do the placements and we get Veterans into housing and the back end HUD-VASH has the clinical skills to keep people housed.

2. Identify all Veterans experiencing homelessness using a quality BNL and updating of the BNL to reflect changing status and service plans.
 - Each of the teams will have lists generated through the BNL of Veterans who they are responsible for, the status of their services and who's responsible for delivering it, which programs and what the plan is going forward.
3. Ensuring all Veterans are triaged to a housing pathway and can come inside immediately if unsheltered.
4. After triage, ensuring referrals are clear, transparent, and accountable, using co-enrollments to ensure coordination and provision of needed care. Formalize intentional bridges between SSVF and HUD-VASH to accelerate placements into permanent housing.

Retention of Housing/Prevention (slide)

- Single Stop access (website address on slide) an online service that anyone in the GLA community can use and see what they might be eligible for - this is a recent contract completed.
- Online screener that provides immediate eligibility results for a range of federal and state benefits.
- HHS states 30-70% of those eligible do not obtain benefits – (heating, utility assistance, SNAP) they serve a large population of impoverished Veterans that may not know of these benefits.
- RAND (2011) reports that more than 40% of Veterans lack understanding of benefits available to them.

Full List of Benefits Screened For (slide)

There is the list of Federal and California benefits individuals can be screened for at the site. See slide for details.

Benefits of Master Leasing (slide)

Unfortunately, they do not have the statutory authority to pursue the Master Leasing or fund it directly. However, they have very good partners and there is a prospect that the master leasing can get funded by a non-VA provider. He believes the master leasing will be a critical intervention for TBVs. A third-party go to a landlord and rent a block of units so they are available, on-demand, for TBVs the landlord does not need to worry about individual credit checks or Veterans with section 8 vouchers. This satisfies the landlord because they have a responsible agent to deal with, it meets the needs of the Veterans because they will have on demand stock housing, they can move people directly into.

1. Creates an on-demand supply of apartments.
2. Background checks will not disqualify applicants.
3. Eliminates landlord discrimination.
4. The lease-up process is faster and there is less uncertainty.

- a. Rejections for housing adds to the experience of learned helplessness.
 - b. Standard lease-up processes extend periods of homelessness.
5. Master leasing can be used to facilitate shared housing, expanding the housing market. Leasing a multi-bedroom unit or house that does not have to be filled all at once allows the service provider more options to identify affordable housing.

Permanent Housing Placements (slide)

Measurable success they are seeing significant increases in housing placements, they are above last year's placements. They anticipate breaking their goal of 1500, last month they placed 152 Veterans, and they anticipate continuing to make progress on this.

Dr. Bamberger said they clearly have done a lot of work he believes that they need to stop screening people out and let the developers do that. Each building needs to have its own feel and then sorting people to the right place is a critical part. He is disappointed that the issue of unused vouchers continues. The Master Leasing is great the health departments Housing for Health intervention where they are using section 8 vouchers and master leasing with brilliant corners shows it works. What are the barriers they need to overcome to achieve the master leasing initiative?

Mr. Kuhn said the master leasing has been a process they've been working on and unfortunately, they cannot do it through VA, and it's been challenging to find partnerships to make this work. Once they receive the "green light" for this they are already pursuing the contract, they want to include this in the Housing Match contract which has already begun now the hope is they identify a potential source for the funding.

Mr. Perley appreciated all the great work that is being done. He wanted to talk about owners and the 227 that are becoming homeless. One of the problems they are having the HUD staff for PBVs is so understaffed in L.A. that it's becoming problematic to work in the system, owners are owed \$2M in back payments because of the understaffing and they had a delay in refinancing funding which cost several million dollars because HUD couldn't move on this due to lack of staff. So, while we are asking what can we do for the Veterans? They also need to ask what we can do for the owners. Because if they pull out of these agreements then it is creating more of a lack of supply issue. Another area of concern is that and many owners have is the high acuity Veterans that may not access the services they need, and this may cause a bad experience where they may lose that owner. If they take care of the existing owners and provide better HUD staffing this will take care of the supply problem because owners will likely stay.

Mr. Kuhn said this is why they are pushing so hard for contracts to fill those staffing gaps as well as they need to ensure that when they place someone

that the Veteran has the services they need, and the landlord has someone they can call.

Mr. Zenner asked if there any stats on SMI specifically schizophrenia or bipolar one with psychotic features?

Mr. Kuhn said not on hand, but they can be pulled it if there is interest.

Mr. Zenner said they received preliminary authority through Housing for Health the funding would be through LAHSA. It's a very early in the pilot, but what they will do is go to the cities where they are going to pilot it, right now they have interest from the county targeting Antelope Valley the intention is to pilot it there and then use that intervention on the campus and across the country. There is a proposal for building 210 to put some transitional housing in for women Veterans and their children currently the Oasis program there seems like insurmountable challenges in serving women Veterans, according to feedback there seems to be poor access in that program. Where are we at for building 210 with transitional housing for women Veterans and their children, and if not there then where?

Mr. Kuhn said we want to make sure they hit their permanent housing goal first. But they do need better access to housing not just for families but also for Veterans with special needs. They do have a request, which is being reviewed by their OGC to allow CTRS to expand so they can create apartments that would be used as transitional housing. Using modular construction so it can be done quickly but apartment like so families can be together where they would have their own kitchens, bathing facilities and not just for families but also for Veterans with special needs.

Mr. Zenner asked if given the authority, where would the modular housing be placed?

Mr. Kuhn said they have multiple locations on the campus that are possible they have done some preliminary work but are waiting until they get the authority from OGC. This would be separate from the CTRS location.

Mr. Zenner said the link for the Veterans benefits is great and should make sure the One Team is aware of it. They were able to use the data from Dr. Harris and Jamie Canon, from the L.A. regional office, to get four Veteran benefit representatives that are accredited to do state and federal benefits on behalf of Veterans. He has also reached out to the Department of Health Services, and they are putting together a list of the four staff to make them available to the One Team staff.

Mr. Kuhn thanked Mr. Zenner for that resource as well as volunteering to assist with the master leasing initiative.

	<p>Mr. Begland asked what the historic numbers on voucher utilization for the two L.A. housing authorities. He asked if the voucher utilization is about 60%. Mr. Kuhn said they can get the historic numbers regarding voucher utilization and the voucher utilization is about 60%. However, the initiatives they've begun may take six months to show results. Does it pay to wait those months to see if we've created something that can be replicated? Nationally there is a great interest in the One Team initiative and if it works then we have a pathway forward. This might be something to consider before making a recommendation on change.</p> <p>Mr. Begland stated that PBVs need to be used now because they can't count on TBVs. There could be a form of economic discrimination where the prevailing FMRs aren't accurately estimated by HUD and therefore the voucher subsidies are not enough. Has anyone studied this gap in L.A? If so, how acute is it?</p> <p>Mr. Kuhn said they have prioritized the use of PBVs. Until recently the FMR was a problem however there's been a couple of important development that has changed that issue:</p> <ul style="list-style-type: none"> • The way the FMR is determined has been modernized previously it was a lagging figure that was 2-years old. • HACLA has adopted the small area FMR which means that they can increase rents in areas that have a higher FMR. In more expensive areas they have seen as much as 120% FMR. • LACDA are under some restrictions because of their budget situation, but they are interested in implement the smaller FMR, they currently cannot afford too now. <p>Mr. Begland asked if there is there any enforcement mechanism to ferret out housing discrimination against Veterans using HUD-VASH vouchers. Mr. Kuhn said he supposes they can do some Secret Shopper program in this area.</p> <p>Mr. Begland asked if they are faced with a situation where they know there's lots of low utilization for what appears to be discriminatory practices perhaps one or two prosecutions would really put landlords on notice that they need to be more cautious about these practices. Mr. Kuhn said if they had that kind of resource where they could go in and do that it would be something to consider.</p> <p>Lt. Gen (Ret) Hopper asked what the level of recidivism?</p> <p>Mr. Kuhn said that Ms. Hammitt will address that in her presentation tomorrow.</p>
<p>THRIVE – Center on Enhancement of Community Integration for</p>	<p>Dr. Steven Simon, Chief of Staff, VA Greater Los Angeles Healthcare System Dr. Michael Green, Director, THRIVE</p>

Homeless Veterans – Home (vathrive.org) Center of Excellence on Rehabilitation of Homeless Vets

Mr. Simon said they are striving to integrate all their clinical efforts into the housing efforts. Some of that work is guided by the work that Dr. Greene will be sharing with you. As Mr. Kuhn shared earlier, it's housing first but what next? What can we learn from the research? How can the research integrate with the operations and take the later steps to integrate the Veterans into the community?

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

Dr. Green: Rehabilitation R&D Center on Enhancing Community Integration for Homeless Veterans.

- Funded in 2020
- Recently renewed until 2030
- Associate Directors: Sonya Gabrielian, MD and Stephen Marder, MD psychiatrists that work with the homeless program at GLA.

Encouraging news (slide)

Dr. Green: The encouraging news is that the number of homeless Veterans nationally has dropped by roughly 55% since 2009. What is not encouraging is L.A. County still has the largest number of homeless Veterans in the U.S., (approximately 4,000).

VA Research Currents (slide)

Dr. Green: If housing is first, what is next?

This is the view from the National Center on homelessness among Veterans.

- The fact, VA's work is far from done once a Veteran has shelter because Veterans can feel isolated in a new environment.
- *"we must understand the factors holding them back from integrating into their communities and address these factors to help Veterans thrive in their new neighborhood."*

The Mission Statement (slide)

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

The overall goal of THRIVE is to improve the daily lives of Veterans who have experienced homelessness by:

- Understanding the determinants and mechanisms of community integration.
- Considering environmental factors that influence community integration.
- Developing and validating interventions that enhance community integration for these individuals – the focus here is rehab research, much of their work is on developing, validating through randomized, controlled trials, novel interventions to enhance community integration.

Career development is one of our functions, we are obligated to do training, to increase the capacity for research. They are among the most successful centers in getting Crew Development Awards for early-stage investigators. So, the plan is to identify, nurture and develop those individuals who are going to eventually leave this charge.

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

Dr. Green: They had an inclination that community integration was not improving after housing, but the data was difficult to obtain. They now have data from a couple of independent longitudinal studies. They now have data that shows the baseline of what one would expect in terms of family connections, social connections, work, and independent living before obtaining housing, 6-and 12-months after obtaining housing. What the data showed was that after obtaining housing and services the family connections, social integration, work or productive activities remained the same they did see an improvement in independent living. This is an area of concern that they did not see improvement in these important social and functional areas.

Case Study (slide)

Dr. Green: Reviewed the case study of someone we will call Xavier who has a history of schizophrenia and amphetamine use disorder. After being homeless he was hospitalized and treated, his case managers worked with him to find an independent apartment that he could afford using his service connection payments. After he moved into housing, he remained socially isolated, estranged from his family, and without vocational pursuits, despite active treatment engagement. This captures the type of individual we want to assist in bringing up to a higher level of community integration.

Community, Organizational, Interpersonal, Individual (slide)

They work on multiple levels with community integration as the end product of these different levels.

- Community
- Organizational
- Interpersonal
- Individual

THRIVE Uniquely Divers Research Team (slide)

This center works because they have a range of expertise including psychosocial interventions, psychiatric interventions, neuroscientists, cognitive and psychopharmacology to name a few. They have interventions designed to enhance community function as well as interventions for family connections. However, they are not a health services center.

THRIVE Cores and Research Focus Area (slide)

This is a schematic of how the structure is organized. They have service cores that provide service to all the projects, and they're obligated to identify

certain focus areas for research that range from developing new methods to interventions studies.

THRIVE Recovery Focused Interventions (slide)

THRIVE supports the development of multiple interventions to enhance community integration.

Illustrative example of translational research to service implementation (slide)

The steps they go through are characteristic of a rehabilitation research center:

- Discovery
- Validating novel intervention –
- Staff training

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

They discovered that in samples of homeless Veterans motivation seems to be the key factor, whereas, in other studies they've done with non-homeless people cognitive factors were more important.

Novel Psychosocial Intervention for Motivational Deficits (slide)

- Motivational Interviewing (MI) – an evidence-based approach for motivating behaviors. A collaborative, conversational style with the goal to strengthen intrinsic motivation.
- MI can facilitate Cognitive Behavioral Therapy (CBT)
- CBT – identifying and addressing negative thought patterns.

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

This study was done using a sample of Veterans with schizophrenia and extreme motivational deficits. Treatment improved these kinds of motivational deficits it can be seen at the end of the 12-week treatment and 24-month follow-up. Combined therapy improved motivational deficits in a way that enhances community integration and because they have both therapists, rehabilitation expert and Neuroscientists, the study included a biological measure. So, the next question is how do we adapt this for use in homelessness?

Modifications made to the MI-CBT Intervention for HEVs (slide)

They needed to make several changes so it could be used in homeless experienced Veterans.

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

Having the connections with the GLA Homeless Program there was a lot of enthusiasm for the intervention developments THRIVE was doing in this area, so they were encouraged to conduct training for GLA service providers and very pleased to be able to help the homeless programs by introducing some of these novel interventions.

Next Phase of GLA Homeless Program Staff (slide)

Going forward, they will be developing customized training materials to be used at other VA's.

THRIVE: Emerging Research Directions (slide)

Listing of some of the directions THRIVE is taking, some of these will be starting soon others will start in later years.

Dr. Bamberger said Fort Lyon in S.E Colorado is a 700-acre former TB hospital where people who are experiencing homelessness in the state of Colorado can go there and spend between one month to three years there to recover and find a purpose in life, about 25% of these people are Veterans. They can go to school, learn a trade, etc. the only stipulation is they cannot use alcohol or substances. And once they've achieved some purpose and some sense of integration into the community, they can then move back to the city that they came from and an access permanent supportive housing. A very inspiring place.

Dr. Green said the focus on purpose is so aligned with the motivational interviewing that it does sound very much like what they hope to eventually do. Dr. Bamberger offered to send Dr. Green some information on Fort Lyon. Dr. Johnathan Sharon will be joining the VCOEB and is one of the world's experts in this space as a psychiatrist in having run the mental health system for L.A. County his focus is trying to help Veterans find purpose, meaning and motivation. Dr. Green said Dr. Sharon trained with them.

Mr. Zenner asked while running the Peer Support program at GLA this was something they wanted to get into and answers Mr. Allman's question of "What's next?" once the Veterans are housed. Regarding CBT, have they looked at applying this to a Peer Support model or is it basically a mental health intervention? Dr. Green answered the intention is to engage a broad range of service providers and the next step would be peer providers. There would be different levels of training with different types of intervention training.

Mr. Mangano stated one common element for a homeless person is they have expanded their social capital. How does this factor into the research in the interventions that are being done? Dr. Green said one of the reasons they want to bring families back into this, they have experts in family therapy. There seems to be some benefit of being in the proximity of other

	<p>Veterans, they don't have enough data on that yet because they don't have enough of the neighborhood factors in the model.</p> <p>Mr. Mangano understands they want to be close to other Veterans, a sense of belonging and the redevelopment of social capital and social wellbeing. Dr. Green said the sense of belonging has touched on a neuroscientific area which is the neuroscience of social motivation. Mr. Mangano said looking at it at a scientific level vs. self-reported if you could demonstrate providing a certain number of services in certain context for people who needed them in terms of moving forward then you could be more convincing of government to invest in those kinds of components to a program.</p>
BREAK	
Public Comments Session	<p>Mr. Jerry Orlemann: "Good afternoon. I'm practicing for a Sprint commercial, thank you for having me. I'm very glad to see people again and I especially enjoy seeing my favorite general. My name is Jerry Orlemann, I am the first Vice President for Vietnam Veterans of America, California State Council. I found the ULI presentation extremely interesting, and it was an excellent presentation, however, there was one thing that I think deserves attention, it bothered me a little bit, and that's the idea of having non-Veteran residents from the surrounding area coming in to shop at the stores in the community center. I don't think that's a good idea, there has been a lot of Veteran input that this isn't a good idea. There's a lot of friction between many Veterans and non-Veterans from the communities around. I think that is something that should be thought very seriously about in the future. And I want to say I agree with Mr. Allman, considering public comment and Veteran input for the whole year 2024 I think that's an excellent idea. That way, there's plenty of time for everybody to be able to contribute to anything they need to do. And that's all I have just those comments. Thank you very much."</p> <p>Ms. Shirrell Mccarey: No show</p> <p>Mr. Rob Reynolds: "Just looking at everyone that signed up for the public comment there is hardly anyone here and I think it is because this is being held in D.C., not sure why that's happening and kind of plays into the narrative that you guys don't want to hold the meeting at the West L.A. VA so that the stakeholders that live on the land can actually show up. So, I think moving forward you should have these meetings at the West L.A. VA so the Veterans that live there have a chance to actually come and speak with you guys can hear from them. Additionally, one of the things I think is sorely needed is more immediate sheltering for Veterans on the property. Currently, there are only six drop-in units designated as, you know, 24-hour access where a Veteran can show up after hours and get a place to stay. In a city with nearly 4,000 homeless Veterans six beds is insufficient. And case in point, we had another homeless encampment of Veterans pop up outside the gates of the VA a couple of weeks ago. We were able to get everyone housed in off the street but I'm constantly seeing Veterans in the evening</p>

	<p>that aren't able to get into the drop ins and they're sleeping in the rose garden or they're sleeping out in the field by CTRS waiting for a spot. I had a Veteran last week that was an Afghanistan Veteran with, you know, he lost a leg from an IED, and he was sleeping in the grass, and we were able to actually get him inside but, that's why I think it's really important that you're catching these people when they show up. If they ask for a bed, they get a place to stay, and they're not being sent off the property and not being forced to sleep in the rose garden. The Secretary of the VA has said over and over again publicly that he wants the West L.A. VA to be the model for ending Veteran homelessness and if that's really true, then he should do everything within his power to make sure that there are enough emergency shelter beds on that property. There's plenty of room and there's no excuses why this hasn't happened. Additionally, you know, it's frustrating to see Secretary McDonough's attorney in court, Zach Avalon, argue that the VA does not have a fiduciary duty or legal obligation to take care of Veterans on that land. That was kind of jaw dropping for everybody that attended the court hearing last week. So, I'm glad the judge saw through that too, and thought that argument from the DOJ was ridiculous. And the VA does have an obligation to care for Veterans on that property. And part of that is getting enough consistent, same day sheltering so that they're not being turned away and they have a place to stay. Again, there's plenty of room for it. There is no need for anyone to show up after hours and be told they don't have a bed and they end up sleeping in the grass or outside the gates of the VA on the street. That's all I got. Thank you.</p> <p>Mr. Troy Wynn: No show</p>
<p>Recommendation 21-02/Discussion</p>	<p>Robert Begland – VCOEB Recommendation 21-02</p> <p>Dr. Bamberger informed the Chair that none of the Services Committees have seen any of these recommendations. Mr. Begland said he was happy to discuss the recommendation at a general level and then answer some questions before it is read into the record.</p> <p>VCOEB Recommendation 21-02 relates to the piece of land that was deeded by the same family that deeded the land that created the West L.A. Campus. In 1888, Senator Jones and Arcadia Bandini deeded the 300 acres for the Veterans campus for Civil War Veterans and at the same time they deeded land in Santa Monica on the ocean front with the intention that it would serve as a bath house for Veterans. How did the city of Santa Monica acquire that land? The city of Santa Monica tasked their attorney with two things:</p> <ul style="list-style-type: none"> • They got a Title Insurer to look at the history of the ownership records for the property. • Report to the city council on whether Santa Monica was the rightful owner of that land, or whether it might still have some connection to the VA. <p>About a year ago the city attorney for Santa Monica issued a memorandum to the Santa Monica city council that said they have the title policy but are</p>

unsure who's willing to tell them if the city of Santa Monica owns the property. The city attorney also did a legal analysis and said they think the land was deeded with the intent to build a bath house. When they were not able to build a rail line between the campus and the bathhouse they abandon those plans, and then the land was conveyed back to the VA or the predecessor to the VA, the VA was not created until the 1920's and this transaction precedes the VA as an agency, and then it was reconveyed back to the city. However, the VA's IG reports have never identified any irregularities with this transaction. So, the recommendation is to ask the IG to investigate this and see if they agree with the chain of ownership that's reflected in these deed instruments.

Dr. Bamberger asked what was on the land now. Mr. Begland answered it was a parking lot owned by the City of Santa Monica.

Dr. Bamberger asked what the goal was. Mr. Begland answered the bottom line is if the VA owns this property, it would be worth millions in the center of Santa Monica.

Mr. Allman said the City of Santa Monica city attorney report seems to suggest that there is a valid reason why that parcel no longer belongs to the VA. We just want to ensure that the OIG agrees or not and provide some statement to that effect and why. This was brought to the master plan subcommittees attention because we've received public comment regarding this issue and the fact that Santa Monica too time and public dollars to investigate it and it is worth making a determination as to whether the OIG agrees with this or not. The deed has been on the VA master plan website for many years, but this issue has never been addressed.

Mr. Begland: The recommendation is just asking the OIG to investigate the regularity of an 1888 Deed transaction. All they need to do is say that they think those were bonafide transactions by the federal government.

Mr. Begland read VCOEB Recommendation 21-02 into the record (see attached)

The Chairman asked for a motion to approve. Mr. Allman motioned to approve, and Mr. Zenner seconded it.

Ms. Cohen asked what the Santa Monica report provided for what is on the land right now.

Mr. Begland said the picture is part of the exhibit and its vacant land that stretches up to the park above the headlands.

Ms. Cohen said it is her understanding is that it is a bluff so regardless, there is nothing you can do with the land. She supports this recommendation but thinks it is important for the VA to be involved, but she does want to be clear

	<p>that it's not like the land can be used for Veterans that we know of, and we may want to call out for the OIG to make that determination. Noting that the land is not able to be developed is important.</p> <p>Mr. Begland said he would like to address that in a follow-up recommendation if that proves to be the case. It's basically Santa Monica parkland, there is flat space at the top of the hill so he believes it might be developable, it just happens to be parkland.</p> <p>Mr. Allman said he would be surprised if there were any impropriety. He does not think this is something that will be controversial.</p> <p>Mr. Zenner said it will provide some closure to the Veteran community.</p> <p>The Board members voted, and the recommendation passed unanimously.</p>
<p>Recommendation 21-03/Discussion</p>	<p>Stephanie Cohen – VCOEB Recommendation 21-03</p> <p>Ms. Cohen said this came about with the workforce Development in partnership with the county. The importance around workforce development and the gap between what income level you need to be to receive a HUD voucher and what happens if you want to work and is the person susceptible to losing housing? The county of L.A. created a new Department of Economic Opportunity it is a good opportunity for VA to partner with the county. Over the past few years, VA has not done a great job of partnering with local and state entities, however, that is changing. There have now been more partnerships with VA between the county, city, and state, one such venture is CalVet. When working through the Master Plan, they should be thinking how workforce development fits into the partnership with the county. The recommendation is centered around building partnerships and ensuring that we are maximizing the opportunity to partner with the county on workforce development.</p> <p>Ms. Cohen: Read VCOEB Recommendation 21-03 (see attached). Dr. Wellish motioned for approval and Mr. Tucker seconded the approval.</p> <p>Dr. Bamberger stated the only thing he is hesitant to support is the clinical reminder. As a VA provider there are so many clinical reminders which is an incredible burden for providers, having another reminder is going to get blowback. Can they achieve the same goal without having a reminder? Mr. Allman said from the patient veteran experience, if they are screening for homelessness, why aren't we asking them if they are employed and help them if they are not? This is a pilot and if it doesn't work then it doesn't work but they should try.</p> <p>Mr. Boerstler said there is a massive burden on the provider side, and they hear that through the Employee Signals. At the same time, a new standardized screener that's being considered to be disseminated</p>

	<p>throughout the VA and patient care services it's called the ACORN screener it is currently being piloted in VISN 1 and will roll out to several other VISNs. The ACORN screener asks more specifically about food, transportation and employment and other health related social needs that may help the Veteran. The American Job Center piece is a Department of Labor equity so there may be some collaboration or recommendation that can be shared.</p> <p>Mr. Merchant said the clinical reminders are the leading factor we hear from clinicians leading to burnout and lack of efficiency. It impedes our ability to get more Veterans in for more timely care.</p> <p>Ms. Cohen asked if Mr. Merchant could tell the board more about ACORN and what the employment question is going to be. There might be some room to utilize that in partnership with the recommendation. Mr. Merchant said he is not that familiar with ACORN yet.</p> <p>Mr. Zenner said he has gotten feedback from Veterans in the community and the Department of Economic Opportunity and one of the first things they would do is bring in the local workforce development boards to include the city and other employment partners. There is also an opportunity at the West L.A. campus to bring in partners from the Department of Public Social Services who enroll people in MEDI-CAL, so those Veterans that may not be eligible for VA can walk over and get enrolled in MEDI-CAL.</p> <p>Mr. Allman asked if they know when VISN 21 will implement ACORN? Mr. Boerstler answered sometime in FY 2024. Mr. Allman agreed with the recommendation sans BRAVO. Although, they are not doing it now and it is a problem. The system is fighting homelessness once it is a problem while we should be talking about employment as a means of prevention. Asking about employment as a clinical reminder should be a pilot at GLA and move forward.</p> <p>Mr. Begland said they should leave the BRAVO recommendation in. Building supportive housing units is not the answer and the only way to make a meaningful difference over time is to engage in prevention strategies and he feels this is a good first effort in a prevention strategy.</p> <p>Ms. Cohen said recommendation B needs to stay, and the Secretary can concur in principle and then if ACORN is coming down the line, then that concurrent principle could include that. But they have a responsibility to providers and patients, and this seems to strike a balance.</p> <p>Mr. Skinner did a roll call vote and it passed unanimously.</p>
<p>Review/Wrap Up/Adjourn</p>	<p>VCOEB Chair/DFO/FAC Staff</p> <p>Lt GEN (Ret) Hopper said the information from the briefings will help us in our decision making and recommendations. When the board reconvenes tomorrow, in addition to going through the items on the agenda, we will have the remaining three recommendations to review. He reminded the</p>

	board members turning over that they are still a part of the board until October 31 st .
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September 29, 2023 (Day 2)

Board Members

LTG (R) John D. Hopper
Phillip Mangano
Anthony Allman
Dr. Joshua Bamberger
Christine Barrie
Robert Begland
Jenifer Marshall
Jim Perley (Virtual)
Stephanie Cohen
Kristine Stanley
Dennis Tucker
Hamilton Underwood (Virtual)
Dr. Mark Wellish
Jim Zenner

VA Staff

Madam Deputy Secretary Tanya Bradsher
John Boerstler
Eugene Skinner
John Kuhn (Virtual)
Tom Pasakarnis
Andrew Strain
Sally Hammitt
Chelsea Black
De Carol Smith
Brett Simms
Chelsea Block
Brian Deandrea
Dustin Koonce
Robert Merchant
Dr. Keith Harris
Chihung Szeto
Rika Brown (Virtual)
Janet Turner (Virtual)
Margaret Walsh
Shilpa Desai
Alfred Flores
Cyndee Costello (Virtual)
Brown Rika (Virtual)
Anthony Chiles (Virtual)

Marshall Roberto O. (Virtual)
Fiona Hwang (Virtual)

Public

Rich Greagh
Tess Barro
Devin Rhieion
Brian Deandrea
Jerry Orlemann

Virtual Presenters

Franklin True
Denise Garcia
Ari Majer
Nicole Jean
Tyler Monroe
Brian Deandrea
Parish Roshan
Laney Kadgan
Aaron Barger
Ren Ross
Garcia Eudocio

Virtual Attendees

Dustin Koonce
Janet Turner
Moore Lori
Beaubien Christopher
Geoff Perkins
Marlyn Brower
Quandrea Patterson
Angell Bolden-Green
Madden Robert
John Alford
Jerry Olermann
Cordova Cynthia J.
Tom Shea (on phone)
Richard Valdez
Peter Larrimer
Nicole Jean
Vatsal Patel
Christopher Hart
Lori Allgood
Richard Truemeyer

Debra Carter
 Samantha (on phone)
 Chris Neale
 Stephen Peck
 Sharan Kaur
 Hernan Garcia
 Tracy Nakamura
 Evangalina Ligons

Day 2, 29 September 2023	
<p>Call to Order Opening Remarks Committee Chair</p>	<p>Lt GEN (Ret) John D. Hooper, Jr., Chair, Mr. Phillip Mangano, Vice Chair</p> <p>Mr. Skinner went over the rules of engagement. He urged the Board to hold all questions until the end of the presentation and told everyone who was speaking to identify themselves beforehand as courtesy to the those taking meeting minutes. He also asked that the DFO/Chair yield the floor to a member before speaking. Mr. Skinner asked Lt GEN (Ret) John Hopper for his opening remarks.</p> <p>Lt GEN (Ret) Hopper mentioned Senator Feinstein and her work, recalling a time he had met her. He went over the agenda with intent to vote on recommendations at the end of the day. He also said wrap up will include discussion of outgoing and incoming board members. He handed the floor over to Mr. Mangano, who has served his full term on the board.</p> <p>Mr. Mangano urged the board to be vigilant and fight for Veteran housing. He mentioned a time he fought the termination of the HUD-VASH program, the largest federal program to take on Veteran homelessness, and stressed to the board how important the HUD-VASH resources are to ending homelessness. He said there are over 2,500 HUD-VASH vouchers remaining dormant and the fact that there are no quantitative changes in six years is frustrating. He said he was looking forward to Ms. Hammitt’s One Team presentation to address some of these issues.</p> <p>Mr. Mangano closed with thanking the Board, Lt GEN (Ret) Hopper, and hopes in the future, the mission will finally be accomplished.</p> <p>Lt GEN (Ret) Hopper thanked Mr. Mangano for his service to the board. He said Mr. Boerstler was in a meeting and would return later, so he skipped to Dr. Keith Harris.</p>
<p>Opening Remarks</p>	<p>Mr. John Boerstler, Chief Veterans Experience Officer</p> <p>[Mr. Boerstler was in his Friday meeting but would join for the remainder of the day after]</p>

<p>Opening Remarks Special Advisor</p>	<p>Dr. Keith Harris, Senior Executive Homelessness Agent (Greater Los Angeles), Office of the Secretary</p> <p>Mr. Harris said he thought there was important exchange during the HUD presentation the previous day. He noted that Mr. Begland and Dr. Bamberger did their research and said they did a good job representing the board. There now seems a clear path with what seems possible and what does not. Mr. Harris yielded the floor to Mr. Merchant.</p>
<p>Opening Remarks GLA Leadership</p>	<p>Mr. Robert Merchant, Medical Center Director, VA Greater Los Angeles Healthcare System</p> <p>Mr. Merchant wanted to follow-up with an answer to a question yesterday from Mr. Mangano’s question about staffing retention at GLA. He also thanked his Los Angeles team for coming out to present, especially during the end of the fiscal year. He appreciates all their efforts.</p> <p>He answered Mr. Mangano’s question stating that retention is down due to burnout and competition with more remote positions, sometime within the VA. Burnout affects all the staff, particularly clinicians, but other positions as well, including social workers. He said GLA has hired the first “Chief Clinical Well-Being Officer” to help retain staff.</p> <p>Mr. Mangano asked if the lack of retention in social workers the reason for unprocessed HUD-VASH vouchers. Mr. Kuehn answered GLA has a policy that housing placements don’t stop because of staffing issues since it is best to have a homeless Veteran off the street, however, lack of staffing does impact the pace which HUD-VASH vouchers are processed. The hope is with new contract that was awarded, and with Sally Hammitt’s One Team, they will be able to process more.</p> <p>Mr. Mangano thanked Mr. Kuehn for the input, but he asked again if the lack of award for not making the utilization rate was a staffing issue? He believed this issue is going around in circles because the utilization rate is impacted by staffing. Mr. Kuehn said that it was indirectly related to staffing but believes the new contract they signed will help. However, HUD-VASH can go through without HUD-VASH staff being available since last year, also a blending of resources for One Team.</p> <p>Mr. Mangano said that if they had secured more HUD-VASH vouchers in LA County, they may not have been used anyway, but he was looking forward to Ms. Hammitt’s presentation. Mr. Kuehn said the recent waivers that have worked so hard to attain will make a difference, too, and lower barriers to Veterans who are trying to attain permanent housing.</p> <p>The Chair recognized Tanya Bradsher and yielded the floor to her to make a brief statement.</p>

	<p>Ms. Bradsher said she had to come down after she learned of the passing of Senator Feinstein. She mentioned the Board would not have gotten as far as it has without her fierce legislation regarding the West LA campus. She wanted to acknowledge and thank her for her legacy. And she thanked the Chair for his work and wished everyone a great meeting and safe travels. She also thanked the board members rolling off.</p>
<p>Rationale for Parcel Selection (VA selection process) Potential vs. Active list</p>	<p>Brett Simms, Executive Director, Office of Asset Enterprise Management</p> <p>Mr. Simms introduced himself saying he was discussing the selection of parcels that has resulted in the development of some housing with more to come. He wanted to mention timing considerations because that is important on the parcel side. This has been a 7+ years of discussion about what parcels could be used for housing since the 2016 West LA Leasing Act was signed. There's been a lot of iterative processes on where the results are today, which may not be the end state. This is iterative and can continue to change as it moves forward.</p> <p>There are physical factors—conditions and locations of buildings, infrastructure and utilities that support those buildings must be brought into case as well as access to the buildings from roadways pathways, et cetera.</p> <p>Mr. Simms said they have worked with lots of different partners. The Veteran community is the biggest input when it comes to the development of the north campus housing, but not only factor. Mr. Simms said he would talk about the thought process that went into reducing the large potential set of parcels down to where they are today.</p> <p>2016 was start of process, West LA Leasing Act opened ability to develop housing on campus. The entire campus was scanned to identify the parcels where there could be potential housing. The NEPA process started first and ran in tandem to the principal developer solicitation and selection, both the PEIS process was going on when the PD team was selected. Once the PD was selected, it was required he engage in the PEIS process and provide input/output as they developed the development plan for the north campus.</p> <p>When the PEIS was going on, they started with an estimated 100 parcels and identified a series of alternatives.</p> <ul style="list-style-type: none"> • Alternative D was recommended. It was a mix of new construction and existing buildings. The recommendation was a balancing act getting newer construction and existing buildings into the plan. • The PEIS was the most critical down selection of parcels from the list of 100 down to a smaller number of buildings that would fit the bill of mix of redevelopment/new construction.

- PD was on board as the PEIS was being finalized and were already constructing Building 207, which was separate from the PEIS.

This translated into the 2022 Master Plan update. There are significant changes from the original, but a plan with some flexibility. There are roughly 25 parcels for housing development under the current plan. The biggest change to the original plan is all the housing is concentrated on the north campus. That was not the original case, there were parcels on the south campus, but the decision was to create a closer community concept. It is more than the housing component but also supportive services.

Mr. Simms said he would talk about the timing from the GLA perspective and the development aspect from the development partners. On GLA side, their first priority is running a medical center, so there are many dependencies. The condition of buildings and infrastructure to support those systems are a big factor. The water system discussed previously is a good example—the system may be able to support several buildings or type of buildings but may not be able to support new infrastructure/housing. It can affect when parcels are available to be turned over. Parking lots are also a huge consideration as well.

Mr. Merchant mentioned the Metro construction right at the front of the hospital impacts construction as well as the juncture on Bonsall and Wiltshire, which is the main entrance to the campus. Those construction projects will be going on for several years. There is also construction for new fiber cable being laid down and connected to every building due to electronic health records. The team is looking for lay down space that won't affect parking, etc. They are building new parking lots. Mr. Merchant asked if Ms. Chelsea Black had any comment.

Ms. Black said they should consider staff relocation in the timeline as well. There is staff that may need to move buildings and the work of notifications and communication for relocation is important. The turnover process in Building 158 was challenging and turning over parcels can take time.

Mr. Simms said the next piece is from the developer's consideration. There is a feasibility assessment piece—for example, Building 156 and 157 had environmental contamination that impacted the turnaround time. The same goes for the assessment of the utilities. The trunkline work that has been done has helped but it is not enough to support all buildings on the north campus. Securing funding can slow the process, too. There are some cases where they have had to push back schedules like MacArthur Field, which did not get enough funding.

Brian DeAndrea, part of the PD team, said inspecting the infrastructure was no small task and took months of work. While talking to engineers and other partners, it seemed like it would cost 100 million dollars to upgrade all the infrastructure on campus (these are systems that are 80+ years old) but VA stepped up to help make building improvements where they could. It also takes years to stack the capital to build these projects and funding relies on state, county, and city programs with different application cycles and requirements. On a logistics front, there is a lot of construction on the north campus. There are four live construction projects plus surrounding work.

Mr. Simms concluded his presentation and Lt GEN (Ret) Hopper gave the floor to Mr. Allman.

Mr. Allman noted that Mr. Simms mentioned the PEIS in this briefing and wanted to read Page 59 of the PEIS for the record. This states, *“Alternative D also includes the construction of approximately 680,850 square feet additional buildings, and currently vacant or underutilized land to accommodate new supportive housing for homeless Veterans. The current locations considered for new construction include MacArthur Field, Heroes Golf Course, the northeast corner of Veterans Barrington Park, a parcel between the golf course in Veterans Barrington Park, and/or open land south of the CalVet facility, in addition up to an additional 450,000 square feet of new construction is projected for the development of new multi-use town center on the existing vacant land and parking lots.”* There are some places in the new Master Plan where there is housing in areas that weren’t identified in the PEIS. For example, there is permanent supportive housing in the previous town center area, but don’t see housing on the golf course. What consideration was made in Master Plan 2022 that that changed?

Mr. Simms said it wasn’t one single factor but many, including infrastructure. Mr. Allman said most of the infrastructure was going to be new anyway. He submitted a handout that shows the parcel release process and the status of each building. The map helps the public visualize what is going on with each parcel. Mr. Allman explained the parcels that get VA to their goal of 1,215 units are identified as green and the potential units are identified as blue. Mr. Allman explained what happens to Building 408 is critical. Building 408 is set to be released of May 2024 and the final report is not available yet. VA, by its own standards, said it may not complete the town center. Building 410 is in the potential category. Master Plan 2022 defines Building 410, 407, 408, 409, and 413 as the town center. If 410 isn’t built, VA may not finish the town center. Building 257 and 206 remain potentially undeveloped creating a hole in the northern community. Mr. Allman is concerned the plan is starting different things here and there without finishing what was started. Prior to February, they did not have the funding and now there is money to operationalize a plan and review the current list.

Mr. Allman proposed alternatives for feedback. The first alternative puts Master 2022 town center in a potential category. There are issues to work out prior to moving forward – fills in Building 257 and 206 so that the northern residential community for chronically homeless Veterans is complete. Everything north of Nimitz is filled in and those residents would receive their supportive services based around Building 300. Buildings 410, 407, 408, 409, and 413 would be on hold and Building 413, 414, and 415 would move to the active list. This area may potentially serve a different Veteran population. Mr. Allman said he asked how VA defines an at-risk for homelessness Veteran and it was not clear. He said today they would propose the Secretary include Veteran college students in the at-risk category since 1 in 5 Veteran students in community colleges in Los Angeles are homeless or at-risk of being homeless. This trio of buildings could meet that need. They are also eligible for the G.I. Bill. He said this was all new information, but it is something to consider and a cleaner approach.

Mr. Begland said many of his concerns reflect that of Mr. Allman's. He asked what Building 206 and 257 would look like if they were not redeveloped for housing.

Mr. Simms said it would remain vacant. Mr. Begland said from an asset management perspective, the campus has two older structures with no plan under the 1,200-unit goal for them to be improved. He did not want to find a situation where the north campus contained new, beautiful structures and the two buildings were not improved. He mentioned it would be good planning to have the entire area north of Nimitz be part of the 1,200-unit goal. 1,200 is the goal and we should have a plan within that goal. Mr. Begland then asked if the Principal Developer did not want to develop Building 206 and 257.

Mr. Simms explained the blue color is still a part of the plan because it is a goal of 1,200 minimum. It is labeled potential because it exceeds the 1,200-unit goal. He explained that the demand will look different in the future, and it is better to plan ahead for the expansion of units instead of not having a plan in place. It is called potential because it exceeds 1,200 units.

Mr. Begland then asked if there were any characteristics that make Building 206 and 257 unsuitable for housing. Mr. Simms said he did not think so and they could be turned into housing eventually.

Mr. Begland said they may have a recommendation about prioritizing those two buildings with the 1,200-unit goal in mind.

Mr. Zenner said the activity moving south of Nimitz is a security issue. While Mr. Simms said that security is required within each EULs, they cannot mandate the PD to have security requirements. Mr. Zenner is concerned that this campus is becoming one big supportive housing unit and leaves out Veterans that are struggling with addiction, etc. This cuts their access off.

Mr. Bamberger said he agrees with Mr. Allman's idea for housing student Veterans on the G.I. Bill. He said there are Veteran students in San Francisco that come to school on the G.I. Bill and end up homeless. This is a common feeder for homelessness. The idea of using the G.I. Bill for housing is a brilliant and he believes the Board should explore this angle with their development partners.

Mr. Kuhn said he believes this idea is worth exploring and a way to make the campus a more mixed community. He knows mixed communities are more sustainable and desirable. He does not want it to be a place where no one wants to come, and they need to think about what a mixed community could look like and where we serve the at-risk Veterans as well as those who are unsheltered.

Mr. Allman He also wanted to make it clear that Buildings 413, 414, and 415 are consistent with the existing EUL authority and the principal developer selection. He is not advocating that this is separate and apart from the Master EUL but is more in line with it than the town center concept. It is 100% in line with existing EUL authority on the campus.

Lt GEN (Ret) Hopper said the board was excited for the 361 million in funding. He asked how that related to the parcel release plan and if it was fully funded going forward?

Mr. Simms said it is fully funded to the extent we know what the requirements are—that does change as development occurs. They are estimating a price range on how much development, utilities, etc., will cost. Today, the team believes that it is fully funded from the requirement standpoint. There is also funding coming from PACT Act. There are lots of other EUL across the country that are using some of this funding, but west LA is the biggest development so it will get some of that funding.

Mr. Allman made clear that he is not saying this area cannot be developed in the future, but the timing is not right. Looking at the parcel release schedule, May 2024 seems premature. It makes sense to use the space to fill in the northern community and do whatever is needed for potential Veteran student housing and then come back to the area after Master Plan 2025.

Lt GEN (Ret) Hopper thanked Brett Simms and introduced Franklin True.

<p>Fire and Emergency services provided by VA at VHA Medical Centers</p>	<p>Franklin True, Fire Department Program Manager</p> <p>Mr. True said he would talk about the criteria for fire protection, a typical VA fire department, and additional capabilities that the department can combine.</p> <p>Mr. True has been a firefighter since 1987 and with the VA for over 20 years. He told the board that to be considered adequate for protection of a VA medical facility in which patients are housed overnight (an important criteria), a non-VA fire department must:</p> <ul style="list-style-type: none">• Provide a fire station within 3.5 miles travel distance of an entrance to the VA medical facility.• Respond with at least one pumper fire apparatus or engine with minimum capacity of 1,000 GPM that is equipped with hoses and other accessories complying with NFPA 1901.<ul style="list-style-type: none">○ 1901 is a firefighter standard for hose supply, adapters, and other accessories typical to fire engines.• Respond to the VA medical facility with a minimum of four full time professional firefighters on duty. They can arrive on more than one vehicle but must be located within the 3.5-mile travel distance (eliminates volunteer fire departments)• Have adequate staff and equipment to a second alarm.<ul style="list-style-type: none">○ This means that they have staff ready to go even if there is another fire going on at the same time.• If the municipal firefighting service doesn't meet those requirements, a contract for the services may be entered with any fire department/firefighting organization which can meet the requirements (example: municipal doesn't respond outside city limits and a VA is located outside of those limits, can contract with the fire department).• When none of this is available, VA can create a VA Fire Department. Mr. True paused for questions. <p>Mr. Begland thanked Mr. True for the presentation. He asked if the minimums were set by standard fire regulations or internal VA policy. Mr. True said it was internal VA policy, or the directive that sets the policy.</p> <p>Mr. Begland asked if there were any exceptions to that criteria and Mr. True said currently there are none. Mr. Begland said he asked because the situation on the campus is unique, it has one of the largest VA medical centers in one of the largest cities in the country. There are many local fire stations within the 3.5-mile requirement but may not have the capabilities to respond to the entire campus.</p> <p>Mr. True agreed that this campus is unique and there is currently no other campus like this at a VA facility. Mr. Begland asked if there was</p>
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any individual assessment of campus for fire risks/earthquake risks. Mr. True said he was not aware of any assessment report.

Ms. Marshall asked if the VA abides by NFPA guidelines. Mr. True said they abide by many of them, but not all of them. For example, they do not abide by 1790.

Ms. Marshall followed up asking why they did not abide by 1710. Mr. True said it was cost related. Much of 1710 would require much more than the requirement of four professional firefighters and may be overkill for VA's needs. Ms. Marshall stated that 3.5 miles in a rural area may make sense but it's important to consider structural fires and how fast they could spread at a campus like West LA.

Mr. True said all the VA Medical Centers are equipped with engineer control sprinklers and other protections to mitigate the fire, but he is unsure about residential and business protections.

Ms. Marshall asked if Mr. True knew the average time it took to get a fire engine on campus from the closest fire station. Mr. True did not have that information but there are five fire stations within the 3.5-mile criteria. Ms. Marshall mentioned that mileage in Los Angeles is much different due to their traffic situation. Mr. True agreed that the average times may be higher than a typical 3.5-mile drive time.

Ms. Stephanie Cohen asked how the presentation came about. She said there has been discussions about fire and police services on the campus for years.

Mr. Allman said he requested this briefing because of some recent events on campus including a fire. After looking at the Master Plan and the new development of the campus police station, he thought a fire station would help with the community aspect of the campus. With 1,200 residential units coming on to campus, having in-house fire protections would be ideal. This briefing was to understand the rules and requirements around VA fire departments.

Ms. Cohen followed up asking if there has been a study on police and fire safety response times. There have been unresolved VA PD situations about jurisdiction, etc.

Mr. Merchant said those issues are still unresolved between LA County sheriffs and the City of Los Angeles. Ms. Cohen said they need to resolve those public safety issues.

Mr. True continued his presentation by listing the 20 VA fire departments across the United States. The typical staffing is 14 firefighters plus a fire chief. They work approximately 50/60 hours per

week and there's always a minimum of four firefighters per shift. He did not have an estimated cost for the Los Angeles, but the annual salary cost is 1.5 to 2 million and he suspected it would be more for Los Angeles.

To offset the costs, VA Fire Department provides additional services to the medical center other than fire suppression. Some of those services like ambulance, fire protection system inspections, testing, building inspections, hospital decontamination and water rescue.

Mr. Allman thanked Mr. True for the presentation and hopes that he will visit the campus and see how unique this situation is compared to other VA facilities. He believes ambulance response times will be critical when dealing with this population. There could be a fire department three miles away but depending on the time of day, traffic could be at a standstill. Having an ambulance on campus would benefit the Veteran community. While he is rolling off the board, he would love to see a VA Fire Department in the Master Plan 2025.

Ms. Marshall wanted to echo Mr. Allman's comment about response times. There are many aging Veterans on campus and because of the medical conditions they may have, it is important to have an ambulance service on campus.

Ms. Marshall asked if the Los Angeles Medical Center had wet or dry barrels. Mr. True said if it was built to VA standard, it would have wet barrels. She followed up asking if the wet barrels were 50 GPM or higher. Mr. True said he did not know the specifics for the campus. She asked if it is required for the firefighters to be a paramedic or EMT. Mr. True said that is determined by the VA Medical Center and what capabilities they need. Ms. Marshall said she was asking these questions so the board could provide a well-informed recommendation. Her concern is the safety of all the Veterans living on campus.

Ms. Cohen asked if they followed local, state, or their own safety codes to ensure proper water supply and pressure. Mr. True said they did follow NFD 101 standards. There is adequate fire protection for the facility it serves.

Ms. Cohen said she asked that question because this is another jurisdictional issue. The county has one set of rules, and the city has another. This is something to keep in mind when writing a recommendation and making sure the needs of the Veteran population are met.

Mr. Bamberger said that Togus, ME is the only other VA that has permanent supportive housing for Veterans. Mr. True mentioned he

	<p>worked there.</p> <p>With no other questions, the chairman gave the floor to Sally Hammitt.</p>
<p>One Team (data on reductions in “interest lists” as well as changes in BNL and placement rates).</p>	<p>One Team Chairs: Sally Hammitt (VA), James Zenner (Department of Military and Veterans Affairs), Chris Gilrath (Salvation Army, SSVF Grantee)</p> <p>Ms. Hammitt said the last time she briefed the board, One Team has launched, which is an important system in ending homelessness.</p> <ul style="list-style-type: none"> • One team is Veteran-centric, ease of use, minimizing barriers so there is fewer housing delays • Launched meeting in June, over 175 people came together. • Created a tri-chair structure to hold each other accountable (Jim Zenner and Chris Gilrath are also chairs of One Team). <p>Mr. Zenner said when Sally approached him to be the tri-chair, she made sure the Veteran voice was heard through lived experience. One Team feels like going back into the military. It is set up to be mission driven. L.A. County declared Veteran homelessness an emergency and Mr. Zenner said One Team is treating it that way. Ms. Hammitt said having a Veteran as a co-chair is so important.</p> <p>Ms. Hammitt said the leadership team orchestrates street outreach with multiple people and organizations working on the ground. She has also brought L.A. Housing Authority to the table and a representative is usually at every meeting. On a weekly basis and sometime in real time, they are all discussing important issues related to Veteran homelessness.</p> <p>Ms. Hammit said with rapid bridging, it was important to have an SSVF grantee be one of the chairs. Ms. Hammitt said there are four committees (Access and Triage, By Name List Refinement, SSFV and VASH Collaboration, and Data and Performance). Tri-chairs task the committee chairs to report out for barriers, etc. They have also paired a VA employee with a community partner which increases transparency and accountability.</p> <p>Mr. Zenner said that the accountability has been a great asset to One Team and all the committees bring their challenges and collectively try to solve them. It is a meeting of problem-solving instead of finger pointing. Many of the stakeholders will point out barriers and try to remove them so more Veterans can get into housing.</p> <p>The One team committee develops workflows, training, and performance improvement. They have found several barriers around case conferencing that will be talked about later.</p>

The recipe for One Team is an access and triage approach, regardless of where a Veteran enters the system. There is discomfort around the existing protocol of coordinated entry and it's important to create a multi-door approach and areas of access so there are options for the Veteran, whether it is VA housing or community partners. All frontline staff use the same tool and while it is not a tool to place individuals, it helps determine what a Veteran need in their journey to housing. Mr. Zenner also commented how important the triage tool is and how it has shortened the process and easy.

Ms. Hammitt noted the triage tool is getting built into HIMS. It has the typical data elements of any triage tool but there is a built-in housing conversation. This can place Veterans in alternative safe housing outside of the homeless system where they can stay with family or friends and receive some of the services provided. There is also a housing referral conversation if a Veteran is ready for housing now, how can they get processed as quickly as possible. Mr. Zenner said that one of the county's priorities was increasing access and those priorities were incorporated into One Team along with other stakeholders' goals.

Ms. Hammitt also mentioned that the tri-chairs are making decisions and writing policies based on what the Veterans are saying. Case conferencing is a significant component to that, which is why it is important to have stakeholders that can make real-time decisions about where a Veteran should be placed based on their needs.

Ninety days after the June 28, 2023, meeting, the group agreed to meet virtually and talk about their progress, challenges, etc. There were 180 participants, and they gave updates and assessed One Team's goal, do we have a quality by-name list and are we using the list to get Veterans housed. The workgroup chairs reported, access and triage were discussed along with the need for more training on use of the access tool.

The new chair is from Veteran Peer Access Network (VPAN), and they have five different locations, they are looking for community access points, and to partner so Veterans don't have to go 10-20 miles to get services.

Ms. Hammitt said there VPAN is a community partner that fill in the gaps, but training is still needed. During the meeting, the team went into breakout sessions to discuss goals. One of the reoccurring messages was that leadership needs to play a supportive role getting case conferencing to SPAs and outlying areas. It is also important they hire trained, dedicated facilitators to do this work. There have been case conferences where people are not prepared to talk about the Veteran or may not have transitional housing providers ready to take the Veteran in now.

Transportation, same-day housing options, and navigating benefits are also some barriers identified by Veterans.

- Resources for prevention also came up during those conversations.
- There needs to be policy changes for leadership to establish clear expectations for people presenting to case conferencing. Leadership will be providing a book for SPAs and outlying areas.
- Leadership wants to bolster attendance for those meetings and make sure they are working towards solving a problem.

Facilitators need to uphold the expectations during case conferencing and then bring the challenges back to leadership. There needs to be a feedback loop so they can break down barriers. The team needs to meet regularly and coordinate care and services. This needs to be a problem-solving conference that find the best pathways to Veteran housing.

Ms. Hammitt said there was also a conversation about values and the need to make this Veteran-centered through ease of use and communication strategies. Many service providers do not communicate effectively, so One Team has a shared Teams channel where they manage points of contact, by name list, and other important communication.

Mr. Zenner said who should be at the table should be driven by the By Name List and what they need. It is also important to attend meetings and hold each other accountable for meeting attendance, especially decision-makers when it comes to case conferring.

Ms. Hammitt said staff should come prepared for the case conferences and review the By Name list beforehand. The want SPAs to meet monthly and elevate challenges to leadership.

Mr. Zenner said the county and VA signed on to AB-210 authority to share information.

Ms. Hammitt said that sometimes the By Name List is long so there needs to be a standard of prioritization, especially the unsheltered Veterans. There have been suggestions to have someone be brought on to facilitate the meetings (prepare meetings, sending information, have access to VA and other systems). Ms. Hammitt said they know there will need to be trainings and hopefully by the next meeting, they will have the policy and procedures in place.

One Team has looked at the data for July, August, and September. The total active shelter was 739 and 888 unsheltered. The number of unsheltered Veterans is higher in August but goes down in September. Ms. Hammitt showed the By Name List for the outlying areas broken down by SPAs. There are a total of 318 Veterans on the by name list in

the outlying areas. Kern, Ventura, Santa Barbara, and San Luis Obispo counties are the counties in the outlying areas.

Ms. Hammitt said that using HOMES Data and Ensuring a quality BNL is crucial to One Team. They did not get that data until a few days ago so the analysis was not there. Comparing various lists shows there are inconsistencies. Information-sharing helps create a more accurate list which provides better care and services. One Team is also developing a racial equity group to help marginalized communities get the services and support they need.

There are 1,171 of unique Veterans have been housed and have met 78.1% of their goal to house around 1,500 Veterans. The monthly placement total was the highest of all the 2022 calendar year.

There were 39 Veterans who returned to homelessness but the same 36 were rehoused or placed on a pathway to rehousing in CY2023. There are three people that are not in the rehoused group. One Team knows those three people individually and have asked for updates. Veteran 1 confirmed paid by VA SSVF. This individual prefers to live in the Long Beach area, so the team is working to make that happen. Veteran 2 left permanent housing to go to a mental health rehabilitation program done on campus. He decided to stay with family for now. Veteran 3 is housed in a program and working towards rapid rehousing, working on moving him to VASH. One Team is not only looking to house Veterans but to keep Veterans housed. They are analyzing data to find trends on why a Veteran would fall back to homelessness. It is also important to inform Veterans they can keep housing while going through mental health treatments.

One Team has the goal of engaging with the homeless Veteran population. They have engaged with over 1,600 unsheltered Veterans and their goal is 1,888 (already 86.5% met). They are also doing this with a coordinated approach with multiple partners.

For the HUD-VASH "Interest List", there was an understanding that all Veterans interested in HUD-VASH are on the BNL and that is not true. The goal is for no one to be on a waiting list if they are ready for housing. They are creating a HUD-VASH/SSVF partnerships to help bridge the gaps. Their needs to be periodic reconciliation of the BNL.

Ms. Hammitt talked about opportunities for One Team including transportation after the authority with VHA. There was an average of 2,100 rides per month which costs around \$57,000 dollars a month. That is expensive but they are working with partners to utilize all the transportation services they can. One of the areas that lacks transportation is Antelope Valley, so Veterans can sign up for the Uber Health pilot program.

Mr. Zenner is working on integrating services including the county, city, etc., to make sure Veterans have a person to connect to. The outreach team needs to be out in the field speaking with Veterans.

At the end of October, One Team is hosting a stand down at West Los Angeles. While it is nice to get items for Veterans and tell them about services, they want to turn stand downs into housing events and provide opportunities to get people housed that day. When Veterans say yes to housing, they need that housing today.

One team wants to build training and monthly learning collaboratives around topics like suicide prevention or other services to the community.

Mr. Bamberger said how impressed he was with Ms. Hammitt's leadership and how this presentation is so dramatically different than briefings on this subject in the past. He likes the direction One Team is going but he does believe that there needs to be medical providers and behavior health clinicians on the committees, so they assess what type of housing and services Veterans need.

Mr. Bamberger also suggested that case conferencing be productive and have a solution ready to go before the conference begins. It makes for a more enthusiastic conference and can help with getting permanent housing in the same day. They took that feedback and said they will make sure the team has forms ready in the future.

Mr. Tucker said he did not hear anything about employment or integrating Veterans into employment. Mr. Zenner said that would be a good opportunity to bring county resources to the table and may relate to Ms. Cohen's recommendation tomorrow. Ms. Hammitt said they are bringing a Homeless Community Employment Specialist at the table. They also are having conversations with the Department of Labor, so there will be lots of good opportunities there. They are also meeting with L.A. County about ways to get Veterans back to school or in training for employment opportunities with the county.

Mr. Tucker said with his background, he would like to have some discussions as well. Ms. Hammitt said she looked forward to it.

Ms. Stanley appreciated the presentation and the work being done. She believes tracking Veterans that fall back into homelessness is a huge part of the preventive piece. She asked how many grants per diem (GPD) beds were available. Ms. Hammitt said she did not know but John Kuhn could up the information. Ms. Stanley said the follow up question is if there are any specifically for women and for women with children. Ms. Hammitt agreed this has become an important conversation as the

campus is developing. CTRS and there is a 44% utilization at Oasis. There are programs for women in the community, but they aren't where women want to go. They want to talk and bring women Veterans to the table that are often forgotten.

Ms. Stanley thanked Ms. Hammitt for bringing women Veterans to the table. She said previously, there was discussions about aging Veterans getting a voucher for an assisted living home/nursing home and if that is something that can be offered. Ms. Hammitt briefed mentioned a pilot program with Geriatrics and Extended Care using community residential centers for housing. The program has been slow to start, but they have identified housing. She said she would get back to Ms. Stanley if they had housed an aging Veteran through that program. There were some funding issues for the pilot program, but Ms. Hammitt agreed there is a huge need because of the aging unsheltered Veteran population.

Ms. Stanley agreed and referenced her background in GPD saying that many Veterans are well above the care provided, but it is better than living in a car or the street. So, they are housed but still at-risk which puts staff in the facility who aren't suited for their needs at-risk, too. She asked if there were transitional housing on campus for Veterans to stay while they are waiting for a voucher or more permanent situation and what the closest GPD was to campus? GDP may be a good option to get them used to housing, bring them closer to their community before permanently movement, etc.

Ms. Hammitt said that transitional housing for women and family's needs to be discussed because many are not comfortable going in a building that is predominantly male. There is a transitional housing program for women in Westwood they have but they are usually full. They lean in to SSVF heavily for support when it comes to women Veterans and children/families.

Mr. Kuhn said there are 1,100 GPD beds in LA County. Those utilizations have been historically low because they don't have the privacy, which is why CRTS is popular for low barrier housing. For many families with children, SSVF places families in hotels and motels. SSVF can place families together where GPD struggles with this. They do want to develop transitional housing that is more appropriate for families.

Ms. Cohen said after the reconciliation efforts, the BNL was around 1,500. She wanted to see data that connects the BNL with the housing that is available. She does not understand where the housing data plays into the BNL right now. Each Veteran on the BNL needs to be matched up with housing. Ms. Hammitt said there was a data analytics tool that helped match PBV and TBV along with the AMI information.

	<p>Ms. Cohen said she looked at the tool but there still needs to be a matchup of housing to the BNL. The team agreed that in the next Master Plan, they could plan for more family housing. Ms. Hammitt said she would look into that data.</p>
<p>Comprehensive progress report since June VCOEB. To include:</p> <ol style="list-style-type: none"> 1. Current lease up plan execution. 2. Shortcomings and obstacles, source of the obstacles. 3. Plan of action to overcome short comings. 4. Details of services plan. 	<p>OAEM/Shangri-La/Step Up James Cowan, Project Manager, Shangri-La Construction, Ari Majer, Friendship for Affordable Housing, and Denise Garcia, Step Up Nicole Jean, Denise Garcia</p> <p>The speakers introduced themselves and started off with two updates.</p> <ul style="list-style-type: none"> • Building 208 is fully leased. • Building 205 is 60% occupied. <p>Some barriers to utilization were gathering requirement documents (they are now working with case managers to help), HACLA paperwork, documents expiring at different times, unit inspections, etc. New referrals are requested from VA to Step Up Team.</p> <p>Ms. Jean said that all Step Up HUD-VASH case managers meet regularly with the Veteran. The Veteran to case manager ratio is 1:25 and services are provided on-site. All case managers work with Veterans to develop their Individualized Service Plans (ISP) detailing the types of support they need to assist the Veteran in gaining access to medical needs, behavior health, employment services, etc.</p> <p>Ms. Jean went over some of the benefits they provide including filling out forms, advocacy, income, and social activities. They also provide information for mental health and social services. Other services including with vocational skills, getting GED, counseling, and other programs.</p> <p>Mr. Zenner said they heard from HUD about some flexibility. Is there a reason why we are not using the waivers? Nicole said they have been using their waivers but the processing for HACLA may take time. Mr. Zenner pointed to one of the barriers saying that both HACLA and tax credit documents must be refreshed. Ms. Garcia answered they are using the waivers to expedite the process for housing, but the inspections are timing out. Right now, they are sitting on six COEs. While the waiver is helpful, the new barrier is the inspection times.</p> <p>Mr. Zenner said this burden gets put our Veterans and people trying to help Veterans. It is something that needs to be addressed. Ms. Garcia agreed and said she brought it up to HACLA and requested that they waive the inspection period, but she was denied.</p> <p>Mr. Majer said HACLA’s inspection process doesn’t make sense for new construction. He can understand the 60-day rule on older buildings, but</p>

for new construction, it does not make sense. This has been an issue across the board, not just on VA's campus.

Mr. Bamberger said the AMI issue has been a huge focus for this committee and he noticed there were 40 units at Building 205 that can accept people under 60% and 31 units in Building 208 that can accept people under 60% AMI. He asked how many units in those buildings have housed Veterans between 50%-60% AMI. He fears there is a missed opportunity since this is half of all units in all West LA because a Veteran may make too much money. Ms. Garcia answered that all of them are at 50-60% AMI—many are 100% service connected and receive social security and an outside job.

Mr. Bamberger rephrased the question asking what percentage are housed at 50-60% AMI because there are only 109 people on the BNL that qualify for 50-60% AMI, so those units should be filled.

Ms. Garcia said she would get back to Mr. Bamberger on the specific data and exact percentages.

Mr. Allman asked about the mail. In the military, he knows mail can boost morale and he asked how Veterans receive their mail. Ms. Garcia said each of the three buildings has its own address on Bonsall Ave. The Veterans then put their unit number on the building address and USPS has been delivering their mail. Mr. Allman said he saw USPS delivering mail when he was on campus. Ms. Garcia said VA was sorting the mail a few months ago but effective November 1, 2023, all mail will go to the residents' address. Mr. Allman said it gives the buildings a residential feel and ask if other buildings like Building 207 had an address.

Ms. Garcia said it does. Mr. Majer said they worked hard with VA and USPS to get the addresses created and the mail forwarded. Previously, in Building 209, residents did not like their mail being sorted at VA. An address where mail goes directly to their residence has been positive.

Mr. Allman asked if these three buildings and Building 207 has addresses, when does the board and paperwork reflect their address instead of building number, especially effective after November 1. Mr. Majer answered that paperwork, documents, and EULs still refer to the buildings by their building number. The building does have both numbers on them for now. Mr. Allman said a good future recommendation would be to put the address and street name on the documents. He was pleased with Veterans having their own address.

Ms. Marshall said it would be helpful if there was a timeline in the next briefing. She also asked how long, once requested, it took an inspector to make the inspection and since given these buildings are brand new units, is there any way to get around the reinspection period. Ms. Garcia

	<p>said they normally they come out within a week or two once requested, but there have been delays with inspectors uploading reports which delays the COEs. They have made official request to HACLA and have been denied.</p> <p>Ms. Marshall asked if the delays were mostly with uploading reports. Ms. Garcia said it was the whole inspection process in its entirety. They have six units that they are waiting on COEs and the COEs are the only thing needed to complete the application process. There is also a timeframe for HACLA to put the file together, so the entire inspection process is lengthy.</p> <p>Mr. Hopper said that the board understands the barriers, but it does not present solutions on how to fix these barriers. On the next presentation, they would like to see what Step Up is doing to address and fix those barriers.</p>
Lunch	
<p>Update on Construction progress since the last meeting to include:</p> <ol style="list-style-type: none"> 1. Construction milestones and progress. 2. Lease up/move in plan. 3. Details of services plan. <p>Funding commitment levels</p>	<p>OAEM/Veterans Collective Tyler Monroe, Senior Vice President, Thomas Safran & Associates, Teresa Banko, Project Director, U.S. Vets, Oscar Alvarado, Vice President, Housing Development at Century Housing</p> <p>OAEM/Veterans Collective Tyler Monroe, Senior Vice President, Thomas Safran & Associates, Teresa Banko, Project Director, U.S. Vets, Oscar Alvarado, Vice President, Housing Development at Century Housing Brian D’Andrea, Senior Vice President Century Housing Corporation Parisa Roshan Devin Rhinerson, Pace, LLC. Laney Kappan, U.S. Vets</p> <p>Mr. D’Andrea introduced himself and said his company is one of the three members of the West L.A. Veterans Collective. Updates on the Principal Developers (PD) activities the VA team and OAEM have continued to address infrastructure, demolition, abatement needs, parcel release, closings, etc.</p> <p>Building Under Construction 404 (slide) Building 404 is a new construction.</p> <ul style="list-style-type: none"> • consisting of a mix of studio and one-bedroom apartment homes total of 73 units • This building has a podium parking garage that’s been formed, and they are now framing. • They are slated for completion late next year.

Building 156 & 157 Building Under Construction (slide)

Adaptive reuse of the old TB hospital on the North campus. This building will consist of a mix of studio and one-bedroom apartment homes totaling 112 units.

- They closed on the building a few months ago.
- Interior demolition is underway.
- Slated for completion in late spring 2025.

A complicated build in a sensitive area of campus, lots going on in terms of adjacent construction activity by other EUL developers, infrastructure work being done by both their team and the VA team and residents across the street. They are doing this in such a way as to mitigate negative impacts on both the teams and all the Veteran neighbors that live around this site.

Building 402 Building Under Construction (slide)

Building 402 is North of buildings 156 and 157.

- Their modular project
- Total of 120 units (118 Veterans and 2 manager units)
 - 107 studios
 - Eleven 2-bedroom units
 - Two 2-bedroom units set aside for managers.
- All units are set aside for formerly homeless Veterans.
- It is a non-age restricted building.

They started construction in January this year (2023) and are on track to complete construction early 2025.

Building 158 Building in Predevelopment (slide)

Mr. D'Andrea: Building 158 is the sister building to 156 and 157 it's part of that 3-building cluster.

- An adaptive reuse
- Consist of 49 apartment homes
 - Only one-bedrooms
- Slated to close this development in November this year (2023) and will break ground immediately.
- Expected completion summer 2025.

They have some new partners CREA, LLC. a syndicator of low-income housing tax credits with USAA as the investor behind the syndicator along with Chase bank, so they will be involved in bringing this development to life.

Building 210 Building in Predevelopment (slide)

Ms. Banko said Building 210 has been moved up in schedule.

- Adaptive reuse
- 38 units

- o 37 VASH units
- o One manager unit
- Population is women Veteran’s preference also all Veterans.
- Construction to begin May 2024
- Completion December 2025
- Services included: case management, mental and physical health, substance abuse, women Veterans & transitional ADVANCE programs, child services partnership, support from Women Vets on Point Coordinator and family program staff.

Master Plan Progress (slide)

Mr. D’Andrea explained the slide is a representation of the progress against the minimum 1,200 units that the VA has committed to as part of the draft master plan. By the end of this year, they will collectively be more than halfway towards their goal.

Master Plan Progress (slide)

Mr. D’Andrea said the slide shows some of the upcoming Phase 2 developments including parcel release and the capital commitments they have received to date.

Upcoming “Phase 2” Developments (slide)

The slide shows those projects that are part of the community hub in the town center area (in orange).

- More than 350 supportive homes:
 - o Building 408
 - o Building 409
 - o Building 13
 - o Building 407
 - o Building 410
- \$121.9 million of capital commitments

Financing Commitments (slide)

Progress on financing all EUL developments on the North campus, including the VAs infrastructure work that is supporting all the housing developments.

Town Center Predevelopment (slide)

Dr. D’Andrea stated the PD was selected in 2018 to create a thriving community on the North campus. After planning, legal work and outreach they executed their 99-year EUL that contemplates all these Phase 2 parcels that are in and around what is called the town center. Housing alone is not enough to promote recovery and that community is a critical ingredient.

- The community plan established two primary hubs.

- Health and Wellness hub centered around and anchored by building 300, on the North campus.
- Civic, administrative and community hub anchored around building 13 in this town center area.

They've done an extensive amount of outreach and engagement with the Veterans community and will continue.

Master Plan 2022 Implementation (Slide)

Mr. Rhinerson noted there are statutory challenges the PD has on integrating services into the areas covered by the EUL. The West L.A. Leasing Act of 2016 and amended in 2022 allows for three different types of leases on campus:

- The EUL, which the PD and others are building housing.
- Services Leases
- UCLA Lease

As the PD and others work to provide services for the Veterans on campus, there is a need to ensure that those uses specified in the West L.A. Leasing Act for those general services and community amenities that are envisioned in the master plan can be provided. The PD team is engaging Congress and others in the community about ways to really provide for the legal framework to ensure that those services can be provided. Under section 705 of the PACT Act, those services that can be provided on the West L.A. campus and are allowable as they would be on any other campus.

Veterans Promise Campaign (slide)

Ms. Kapgan is working to engage the community in supporting this project. Their charge is to raise funds in support of existing gaps that will bring the project to fruition. Their priorities have been outlined alongside the phase development of the campus.

- First focus was predevelopment efforts.
- Next focus Veteran housing

Those two funds have closed, and it helped them arrive at over \$87 million towards the goal of \$188 million.

Their next priorities include projects in Phase 2 ranging from the chapel to the service spaces on campus.

A Connected Community (slide)

Ms. Banko said her efforts are really about the community which is a planned environment. There are a variety of different needs within the population living on campus. Working in the community and being immersed in the community helps individuals feel the power of connectedness. The results of their efforts have been to increase feelings of membership and belonging.

What's to come in 2024 (slide)

Mr. D'Andrea stated the roadmap for 2024 and beyond includes:

- Significant amount of construction
- Preparing for lease-ups and there will be mass lease-ups of numerous buildings beginning late next year in 2025.
- Connectivity improvements
- Advancing community hub design
- Continue fundraising.
- Continue to advocate for legislation we think would be helpful.
- Backbone implementation – bringing partners to the table, trying to eliminate redundancies, etc.

Mr. Begland did not want the PD to engage in pre-development of the town center because he thought the issue of what the scope of the town center was and whose responsibility it would be was still and unsettled issue. So, he was surprised to see that they had done a lot of funding commitments for buildings that would be in the town center area. Are these funding commitments all the same form? Can you tell us what it means to have received a funding commitment?

Mr. D'Andrea said the resources that have been committed comprise of some private philanthropy, but also the PACT Act resources, and those resources remain to be negotiated at the EUL level. In broad stroke, a commitment from the VA, this is the \$360 million or so that was sized according to the anticipated capital needs of many of these projects.

Mr. Begland asked if the funds include any LIHTC funds.

Mr. D'Andrea answered no, the LIHTC funds are the last source they apply for. They build their budgets; stack their commitments and the last funding application they make is for credits or bonds.

MR. Begland said the fact that these monies have been committed, doesn't establish that they've been committed for the purposes of supportive housing. Mr. D'Andrea said the resources have been specifically committed for these projects.

Mr. Begland followed up asking if the funding has been committed as supportive housing? Mr. D'Andrea answered yes. That was the basis for the ask to the private philanthropic community and the PACT Act analysis that they worked on with the VA. Mr. Begland asked where the delta between the \$22M and \$161M and Mr. D'Andrea said those projects would be the private philanthropic resources. They have private philanthropic commitments for a number of these projects, separately, they have the PACT ACT resources that have been essentially earmarked yet to be negotiated.

Mr. Begland said none of this is the LIHTC funding for construction of units and a large portion of it is the PACT Act funds. What other principal funding sources have you received commitments from?

Mr. D'Andrea said the private philanthropic resources. They do not have a breakdown of the level of those commitments. It is probably \$40 to \$60 million, but they can break it out for them and get back to the board.

Mr. Begland said the board has had previous discussions and they thought the town center was being diluted by Master Plan 2022 revisions and pushed for a third party, the ULI, to come in. That has offered us some preliminary recommendations which he believes will propel a revision of the new master plan back to a more ambitious notion.

Mr. D'Andrea said they have a certified 99-year ground lease that was signed last year that identified the slate of parcels. They've been tasked with creating housing as rapidly as possible in a responsible way to address the needs of Veterans today. They have "tapped the brakes" in anticipation of the feedback of the ULI study. He believes the ULI study is wholly consistent with what they have planned in the community plan.

Ms. Stanley asked how are the residents doing? What do you see as the biggest obstacles to providing support to them?

Ms. Banko answered that overall, the Veteran residents are happy with their housing situation. They do collect input from the residents. There are challenges when severe mental health issues are involved and having a well-trained staff onboard to mitigate issues is very helpful.

Ms. Stanley said creating a home for these individuals that have great needs is important and she is happy with the engagement. She asked what are the issues they need to be aware of as a board in supporting Veterans' needs? Support services are difficult to retain staff.

Ms. Banko said there are aging related challenges, challenges in "triggers", loneliness, seeking employment with the widening scope they will be opening a building, with the support of the VA, outside of building 210 a temporary services area that will provide a community meeting space and they are working with other developers, joint programming, so it is an evolving process. Ms. Stanley suggested inviting some of the residents to present and share what their experience is like.

Dr. Bamberger asked for Veterans whose income is between 50-70% AMI, how could they house those over the income limit?

	<p>Mr. D’Andrea said they would need to go through a similar process to what TSA did to adjust those regulatory agreements, alternatively they could look for legislative fixes. For housing that is under construction today you would have to adjust regulatory agreements barring any kind of legislative fix for housing that is being planned.</p> <p>Ms. Roshan said if the data indicates that it is needed then they would begin the same process they did for building 207, a hands-on effort to amend the regulatory statues and get approvals from all the different stakeholders.</p> <p>Dr. Bamberger stated if you did all this effort to increase to the 60% AMI level and then not get anyone that is over the 50% AMI, it is frustrating.</p> <p>Mr. Allman added since 2021, they’ve had a difference of opinion regarding what was appropriate for selection process. It would be important for the OIG to make a definitive opinion regarding mixed use.</p> <p>Mr. Zenner said housing and services is a difficult job, there’s 4000 Veterans that live in L.A county, where would I meet with friends or colleagues?</p> <p>Mr. D’Andrea said this is why these hubs are necessary, trying to create place for those living on campus to meet. In the second phase, there are those meeting spaces.</p> <p>Mr. Zenner agreed with Ms. Stanley to bring in Veterans to get feedback.</p> <p>Mr. D’Andrea going back to Dr. Bamberger’s question, income averaging is an election they can make as they move forward the projects are not simply funded by tax credits, so they’ve got other agencies to work with and they want to have as much flexibility as possible regardless of income.</p>
<p>Update of the construction progress since the last meeting to include:</p> <ol style="list-style-type: none"> 1. Construction milestones and progress. 2. Lease up/move in plan. 3. Details of services plan <p>Funding commitment levels</p>	<p>OAEM/Core Companies and Build Group Aaron Barger, Development Manager Core Companies, Daniel Franco, Project Manager The Build Group, Ren Ross, Associate Director of Project Management New Directions for Veterans</p> <p>Aaron Barger introduced himself to the board as the new Development Manager for Core Companies since June, so it is his first time in front of the board. He is here with Ren Ross. 401 MacArthur Field Phase A – three story with 75-units. There is surface parking associated with the project.</p>

Mr. Barger went over the construction timeline from January 2023 to move in around September 2024. He presented some photos from a few months ago. The framing is complete and as of now, the windows have been installed in about 60% of the units as the roof. Final occupancy in November 2024.

Ms. Barger talked about the unit mix and leasing plans. There are 74 units at MacArthur that are for disabled Veterans—43 Veterans are at the 30% AMI level and 31 are at the 50% AMI level. They are all receiving a VASH subsidy.

Mr. Ross, from New Directions, took over the presentation talking the process for both healthcare ineligible (10% of units) and eligible Veterans (90%). referrals come from the Dept. of Mental Health and **Department of Health Services?** Through coordinated entry—referral is sent through property management and to service team. Interview process and spreading out referrals – there is a compliance process, VA social with VASH applications with package, New Directions will provide intensive case management services to those ineligible for VA care (help with housing application and packet).

The amenities, interior and exterior amenity including a dog park and community garden with BBQ area and walking trails. They will also have a business center for their residents. They are planning to have a property manager and a maintenance manager on site. Mr. Ross said will have one full time case managers, VA will have two case managers on site, and community partners to fill the gaps.

The roles and responsibilities of a Property Managers is to ensure agency compliance based on the regulatory agreements and funding (so Veterans must match those agreement and they need to be matched). All staff know the cultural company of Veterans and the unique challenges they face. New Directions has experience on the north field campus, and they understand the gaps that need to be filled. The Lead Service providers link Veterans to every resource possible. VA is the lead social worker for all VASH, but they do not provide all the services, so New Directions has worked with VA and third-party partners.

Mr. Ross said they have weekly meetings with property managers and VA. One of their concerns is security and making sure the buildings are safe as more Veterans move in. New Directions drug activities, restrictions of VA police, and overall security or is up to each individual project to provide security.

They have confidence that there will be many referrals especially since there are a few buildings that are going to be available at once. Some of the enhanced services they provide is intensive case management, resident service coordination, transportation, substance use services,

	<p>etc. Partners like AltaMed provide additional medical care for those that are not under VA. They also offered some other services like HUD-VASH screenings.</p> <p>They are working to address the AMI issues as well and working together to share data. Out of the 1,800 of those enrolled in VASH, 7% are over 60% AMI. So how do we get that 7% in but still get some of the units up to 60-70% AMI. The VA also support this, and he is thankful for their support.</p> <p>Mr. Barger said the amenities that were discussed, they made sure that the activities are specific to the population, and he is excited for the residents to join the space.</p> <p>Mr. Allman said that last time that you had integrated the dog park between the buildings whether residents from other buildings were able to use the service.</p> <p>Mr. Ross said security is a concern. With proper security in place, he would be willing to discuss with his partners. Mr. Allmans said that the integration of services between developers. It is important for developers to talk. Parisa Roshan said the PD teams do try to meet regularly.</p> <p>Dr. Harris thanked the team for working on the VASH data and pulling the sources together.</p>
<p>Master Plan Subcommittee Recommendation Brief</p> <p>Recommendation 21-01 (Discussion/Vote)</p>	<p>Rob Begland, Subcommittee Chair, Master Plan with Services and Outcomes</p> <p>Mr. Begland said there would be some small changes in this version. VA Secretary reach out to his cabinet peer at HUD and have a cabinet level communication so VA’s position on this issue is clear so they can work with HUD and Treasury Department. The White House has asked federal agencies to work on homelessness. The president has told the cabinet agencies to solve this problem. What the recommendation does is set the 30% AMI issue as a challenge and offers some explanation.</p> <p>Mr. Begland also highlighted that there are large number of Veterans that have service-connected disabilities and for many of them, it makes them ineligible for the 30% AMI. LA has much higher disability ratings than the rest of the nation (last bullet point). LA has high disability ratings and may be in the greatest need.</p> <p>Dr. Bamberger said the amount of money Veterans receive if they have a 100% disability is fixed across the country, but the AMI changes by the term. In Los Angeles County, it is one of the highest in the country. The 50% threshold is not great for the area. Solving this for Los Angeles is good but solving it for the nation would be better.</p>

The recommendation asked the secretary to ask HUD effective January 1, 2024, to change the definition of income to exclude disability compensation for the Los Angeles area. The second part of the recommendation is the three cabinet agencies (VA, Treasury, and HUD) come up with a permanent statutory solution that would have nationwide implications.

Mr. Begland read the Recommendation into the record [see attached]

Ms. Cohen approved the motion and Mr. Allman seconded the motion (approve as modified).

Mr. Perley said he thinks that the AMI should not disqualify Veterans for housing, but they should pay higher rent for their unit if they make more money. This may solve the discrimination issue. Is it appropriate to also include the state of California, HUD is funding the state.

Dr. Bamberger said Recommendation 21.01c addresses that very issue.

Dr. Harris 21.01A it is not a waiver of HUD and would recommend other language.

Mr. Allman said about jurisdiction has the health care system, HUD operates on this, 21-01B when they say HUD secretary "Los Angeles" to "Los Angeles County" since it is set by the county. Ms. Cohen said both Los Angeles County and Los Angeles City should be listed. They could say CoC, but the main issue is that they want Veterans to have the best expanded services across the greater LA area and do not want to exclude.

Mr. Harris said framing this around the CoC, it would not cancel any of the vouchers out. Mr. Allman was making sure the intent is clear to VA when it is processed. Mr. Begland that we take as much shelter under the White House initiative. As drafted, they should focus on Los Angeles. Mr. Allman warned that the CoC data sets are not the county.

Mr. Zenner said that it is smart. They must get people off the street.

Dr. Bamberger said 21-01B to focus on a national change instead of a local one. Also, Veterans are not accessing housing opportunities because they do not want to disclose income in fear that it is too high. The impressions Veterans have is important. Veterans should not be fearful about getting off the streets based on their income.

Mr. Harris said county is the safer language to use and Ms. Cohen said she concurred.

	<p>Mr. Begland said the AllInside initiatives to try new things to provide quick results on homelessness. Los Angeles has a notorious homeless problem for the country and the Secretary can go to HUD and tell HUD that he would like assistance. The fiscal impact of California would be too much, but L.A. County should remain.</p> <p>Lt GEN (Ret) Hopper asked about the phrase, “whereas the VCOEB does not find HUD’s position on this issue to be either credible or well-supported. The Board probably not question HUD’s credibility.</p> <p>The Recommendation passed unanimously.</p>
<p>White Glove Service for VCOEB Board Member Travel</p>	<p>Eudocio Garcia, Supervisory Financial Management Specialist, Corporate Travel and Charge Card Service (CTCCS)</p> <p>Mr. Skinner said for those who have not traveled with the board, there are some expectations when submitting receipts and other documents. The FSC Travel team will go through how to submit the voucher, etc.</p> <p>Mr. Garcia went through the voucher submission process. The voucher must be created and submitted within 5 business days. Travelers will review and sign hard copy, once hard copy is returned, it will be submitted for processing. No bank statements can be accepted.</p>
<p>Recommendation 21-04 (Discussion/Vote)</p>	<p>Mr. Allman read Recommendation 21-04 (see attached) and then showed the Current Parcel Release Schedule map. The parcel release schedule is a VA document, and the map is a visualization of some of the information provided. The alternative map was discussed during the OAM conversation and should be in the public record.</p> <p>Ms. Cohen motioned to approve, and Dr. Bamberger seconded.</p> <p>Mr. Perley asked what was behind the recommendation. Mr. Allman said that was part of the OEM conversation. There are a lot of issues that OTC must weigh in on and they still do not have a final study with the town center. The Master Plan 2022 town center remains potentially incomplete as well as 206 and 257. The alternative would move Building 206 and 257 into active pipeline and put a temporary hold with respect to the town center. IT would activate Buildings 413, 414, 415 for Veterans who are at risk of homelessness and potentially student Veterans. Mr. Allman thinks there is issues with the parcel release schedule.</p> <p>Mr. Perley said he not an expert on all the different buildings, but the board should be a coach for the principal developer. Mr. Perley does not want to be a roadblock and he is concerned that they are not looking at the big picture and had strong objections about the board not wanting to build more units. He does not want anyone to impact the progress.</p>

Mr. Allman said that they have heard from the principal developer that they do not receive tax credits. Mr. Allman said they need to advise big land use decision mistake. They have asked the OGC to step in and the guidance has not been definitive.

Mr. Perley said if housing is needed, the last thing the board needs to do is slow down the process.

Mr. Allman said that every time he or other board members bring up a potential issue, everyone believes it will hold up housing and that may not always be the case.

Mr. Zenner said making the town center mixed used was not ideal. He thinks Veterans should have a space to live and the town center goes against that concept. Hopefully, they can get more Veteran feedback.

Mr. Perley said the housing for homeless Veterans is the goal and the use the land. Mr. Zenner said both can be done—not everything slows down the PD team.

Mr. Begland said PD is qualified to build housing but not a town center. PD was not selected to do the town center. The background of those working with the PD are qualified to build affordable housing. Mr. Begland gave the example for the Villages at Cabrillo and while the housing was stunning, the commercial activity was not impressive. They are not qualified to do this and this a different task.

Ms. Cohen restated why the board is here and that is to get Veterans into housing on campus. The board needs to think about getting all Veterans, including at-risk Veterans, including students, into this under-utilized portion of campus. There is a focus on homeless Veterans, but preventative care is important. It is important to focus on all Veterans, not just the chronically homeless. Mr. Cohen made a commitment to carrying forward the work. The at-risk populations are the ones that do not get talked about and they need to be housed before they end up houseless.

Ms. Barrie said that the gift of the land was given to all Veterans at the time, with four categories from fully disabled too fully abled. All of Los Angeles was welcome on the property. To isolated Veterans does a disservice to all Veterans. The property should welcome everyone.

Mr. Perley said his concern is how difficult development is and does not want to slow the process. He also thinks the PD was selected for the job. It is easy to underestimate what goes into developing. The risk of going out with an RFP is the timing.

	<p>Mr. Mangano said listening to the review of ULI will be valuable moving forward, one of the things they said they did not want to do anything to slow down the project, so in terms of the recommendation, he asked Mr. Allman if her knew it would be slowing down the project or will it still move forward.</p> <p>The recommendation is to assess the current schedule and for VA to make its own judgment. For 206 and 257, those have occupancy but 404 and 408 are parking lots—why don't we get started on the parcel? VA must make that determination and the board is only asking them to take another look at it.</p> <p>Mr. Mangano said Mr. Perley's concern about not slowing down the process is a legitimate concern. Anything that slows down the process of housing, it is detrimental to the homeless population.</p> <p>Mr. Allman said the project has a housing and a town center component. There is nothing that will slow down housing. The briefing slide that talks about funding committees—those are turnover expensive and infrastructure upgrades. In the 2022 Master Plan Revision, the PD pushed for version of the town center that was a green space and there was push back. The PD had the notion that there was not much that was commercially viable, but ULI said it was commercially viable. The PD should be welcome to record.</p> <p>The Lt GEN (Ret) Hopper said he never has heard Mr. Allman suggest anything that would slow down housing. The recommendation talks about assessment. The PD is free to continue housing homeless, but the town center is in question. The town center is not covered under the EUL. The town center is not included with the development of the homeless housing. This recommendation ensures the board has done their best about developing the community through this town center that has been part of the vision before 2015.</p> <p>Mr. Allman said that this does not touch on the issue about how VA would go about identifying a potential operator for a town center. They have parcels on campus that do not pose any potential land use issue so why not use them for housing.</p> <p>The recommendation moved to a vote. Jim Perley voted nay, and the rest of the board members voted yay.</p> <p>The recommendation passed.</p>
<p>Recommendation 21-05</p>	<p>Mr. Allman Read Recommendation 21-05 for the record (see attached)</p> <p>There was a motion from Dr. Bamberger and seconded from Ms. Marshall.</p>

Dr. Bamberger thanked Mr. Allman for this recommendation and wondered if they could amend “community colleges” to all student Veterans in higher education. Mr. Allman said he would love to see that eventually, but the data he has is for California community colleges and that is 1 in 5 students. There also is no housing in the California community college. Not all buildings have to be for community college, but it is a good place to start for a specific goal.

Mr. Bamberger suggested they include all student Veterans a most are at-risk and there is ample data to support the claim. Ms. Cohen said she supports changing the language so that it is open to all Veteran students in post-secondary education. If it is only that population, there will be missed opportunities to house Veterans.

Mr. Zenner said he attended a Region 7 (all in Los Angeles County) and 8 (Los Angeles and Orange County) at a community college and housing for student Veterans came up. There are some assembly bills in the state that puts Veteran language in the bill. In his experience working with Veterans, if they had a safe place to go while attending school, it could help prevent homelessness. He said he knew many Veterans who came back from Iraq and Afghanistan to start school and ended up homeless.

Mr. Begland said focusing on community colleges makes sense to him because it is specific and there is no housing option. He would appreciate some feedback from Mr. Harris on this. Is the board asking the right thing of the Secretary? The “1 in 5” number for community college is compelling vs. the “1 in 20” for other colleges. They are different risk populations.

Mr. Harris said they may want to consider using a broader reference to students and then note that risk is “1 and 5” for community college specifically.

Ms. Stanley asked that the language be changed to “student Veterans and their families” to be more inclusive to the population.

Mr. Perley said the tax credits may not allow students to participate and it may get complicated. Mr. Allman said along with their student education benefit, they do receive a monthly housing allowance that is more generous than a HUD-VASH voucher. That could be used in addition to the funds that are being provided by the California community college system for the purpose of creating the type of housing discussed and it may not require tax credits. It is a chance for VA to further discussions with the community colleges if they want to talk.

	<p>Mr. Perley said if the tax credits aren't used, they will lose it on that unit. It can be expensive. He did agree it was a great and well-written recommendation.</p> <p>Dr. Wellisch believes it should also be open for vocational school. Those are the people that need support more so than UC folks. How long would they be able to reside to these units? Mr. Allman answered that the duration of stay could be worked out with the college. He remembers coming out of the military and into a community college. Those two years are important for Veterans and having a safe housing option available to Veteran students where they can focus on school instead of competing for housing in the private market, would help them stay in school. As the Veteran graduates from community college or continues their education at a university, income generally increases, which protects against homelessness.</p> <p>Mr. Bamberger texted a friend who helps with the California wide grant to house homeless college students and her data is consistent with Mr. Allman's where 1 in 5 students risk homelessness at a community college. 1 in 3 African American students are homeless. With that, he believes they should stick with the language as is.</p> <p>The recommendation passed unanimously.</p>
<p>Recognition/Farewell/Final Comments</p>	<p>VCOEB Chair/DFO/FAC Staff</p> <p>Lt GEN (Ret) Hopper introduced Rob Begland as the new VCOEB Chairman as his term is complete. He said Mr. Begland would do a great job. New board members are being vetted. He, Mr. Allman, Mr. Mangano, Ms. Stanley, and Dr. Bamberger will be rolling off. He opened the floor for anyone who wanted to make any last comments as members of the board.</p> <p>Mr. Allman said it was a pleasure serving on the board with everyone for six years. For the members who are around, since 2015 with Jennifer, Jim, and Christine, he hopes he faithfully executed the vision. I will be in the public making comments. He thanked the Chair for "keeping him honest" and thanked some board members for the lively discussions. He mentioned with Senator Feinstein passing, today is the anniversary of the Leasing Act. Mr. Allman interned for Senator Feinstein, and she took a lot of time with her interns. He sent condolences to her family and staff.</p> <p>Ms. Stanley said that she has enjoyed this time and opportunity on the board. The board from the beginning had to come together to share and fight for Veterans much like the Vietnam Veterans of the past. Everything Veterans have today is because they fought for it. Ms. Stanley asked the board to consider women Veterans and especially women Vietnam Veterans. She stated this is an opportunity to work for</p>

something that will outlive the board and give back to the Veteran community. She is excited to be a member of the public.

Dr. Bamberger said he appreciated the kindness of the board for not being a Veteran or from LA. He believes the people coming will do an excellent job and will work with Dr. Harris to address the AMI issue. He also is hoping someone will take up the torch and make nursing on site available for Veterans who need that service. He thanked Lt GEN (Ret) Hopper, and it has been such a pleasure to work with the board.

Mr. Mangano has the distinct pleasure of working with multiple VA secretaries and every administration typically is commitment to Veteran homelessness. He said without higher levels of support, the work would be more challenging. He said he appreciated everyone at the table and the commitment the board has made to get the job done, even if they disagreed. Mr. Mangano said HUD-VASH gives the board a strong possibility to end Veteran homelessness. It has been one of the best federal programs to solve homelessness. The continuing efforts are so important for LA but also the nation and that was what the Secretary was alluding to– he sees something about this commit that is transferable.

Mr. Mangano hopes there is an effort to link up with the General Homeless Committee. Mr. Skinner has tried to reach out, but it did not happen. He hopes that meeting can happen. He said it has been an honor serving on the board and thanked all the board members and said each one of them has given him something.

The Chairman addressed the board one last time, kudos to Secretary McDonough and VA staff, Madame Deputy Secretary Bradsher and John Boerstler. The additions to the team, Dr. Harris, Mr. Merchant, and Mr. Kuhn. Ms. Hammitt and Ms. Black have helped move the ball forward.

There is no question he will miss this work and he loved it. The recommendations have showed how far they have come. He said the discussions on each recommendation were important with the goal of reaching a consensus and the board did that well. He said he will miss all the members of the board. Mr. Mangano said the integrity of General Hopper has been an extraordinary leader and has given the board credibility to VA leaders, including the VA Secretary.

He also gave a shoutout to former VEO Chief Dr. Davis for being supportive when the board was first created. He thanked Mr. Boerstler for his support as well as well as the DFO and Alternate DFO.

Mr. Hopper thanked the administrative staff who help with the presentation, technical support, and meeting minutes.

Review/Wrap-up and Adjourn	<p>Dr. Harris said he appreciated the entire board. He owed most of his position to the board. He has immense respect on the way the committee has handled disagreements. He thanked the board again for their work.</p> <p>Mr. Merchant said he would pass along regards to Mr. Braverman. Mr. Merchant said he wanted to express thanks for GLA. VA is at its best when they are working with other partners. GLA takes being stewards of the land seriously and the board has been good counsel and offered great advice to help them do that.</p> <p>Lt GEN (Ret) Hopper adjourned the meeting.</p>
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/s/
Robert Begland, Chair

/s/
Eugene Skinner, DFO
12/5/2023