



Los Angeles

# LOS ANGELES COMMUNITY COLLEGE DISTRICT STUDENT VETERAN HOUSING



## ABOUT THE URBAN LAND INSTITUTE

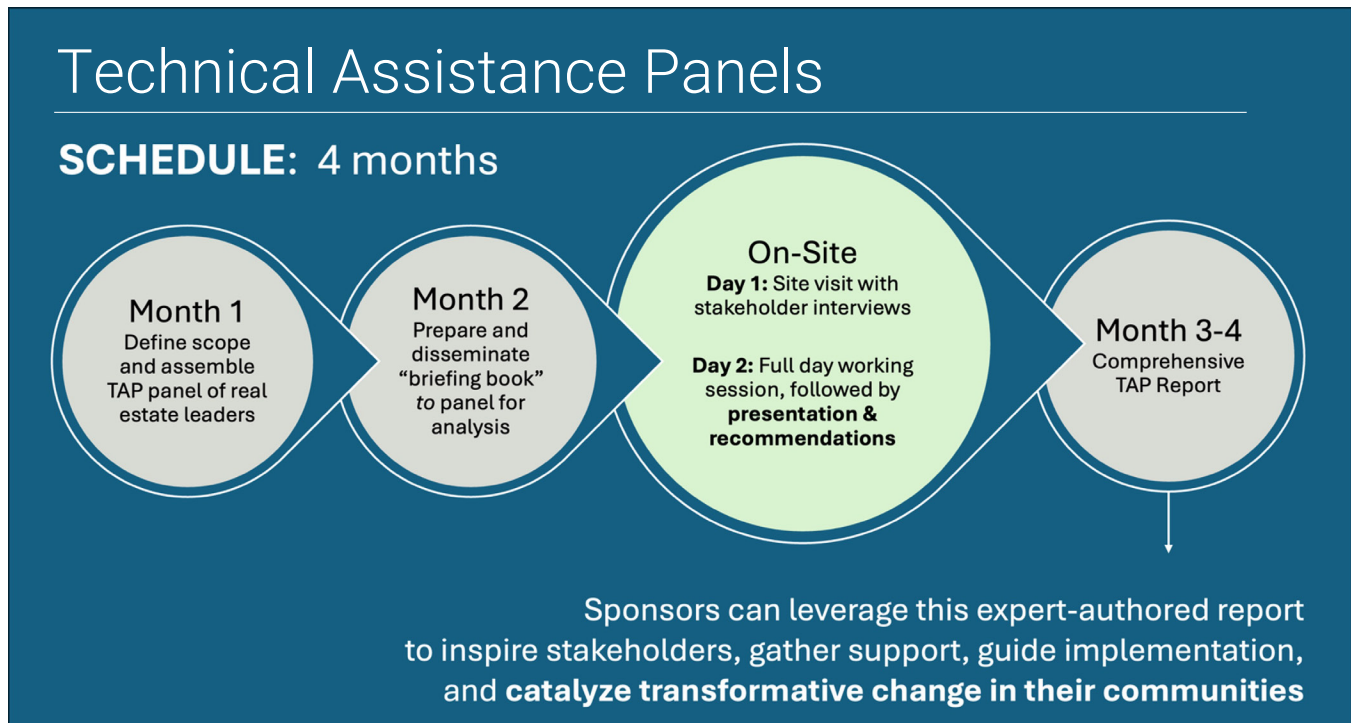
The mission of the Urban Land Institute (ULI) is to shape the future of the built environment for transformative impact in communities worldwide. ULI is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute’s mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI’s interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 80 countries. Los Angeles, a district council of the Urban Land Institute, carries forth that mission as the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

## About ULI Technical Assistance Panels

In keeping with the Urban Land Institute mission, Technical Assistance Panels (TAP) are convened to provide planning and development expertise to public officials and local stakeholders of communities and nonprofit organizations who have requested assistance in addressing their land use challenges. The ULI LA TAP participants donate their individual expertise on a pro-bono basis in the interest of serving the needs of the greater community. Their recommendations are meant to be unbiased and objective.

A group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend two days visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant’s goals and objectives.



## TAP Sponsor

Los Angeles Community College District

## Funding Partners

Vets Advocacy      ULI Terwilliger Center for Housing

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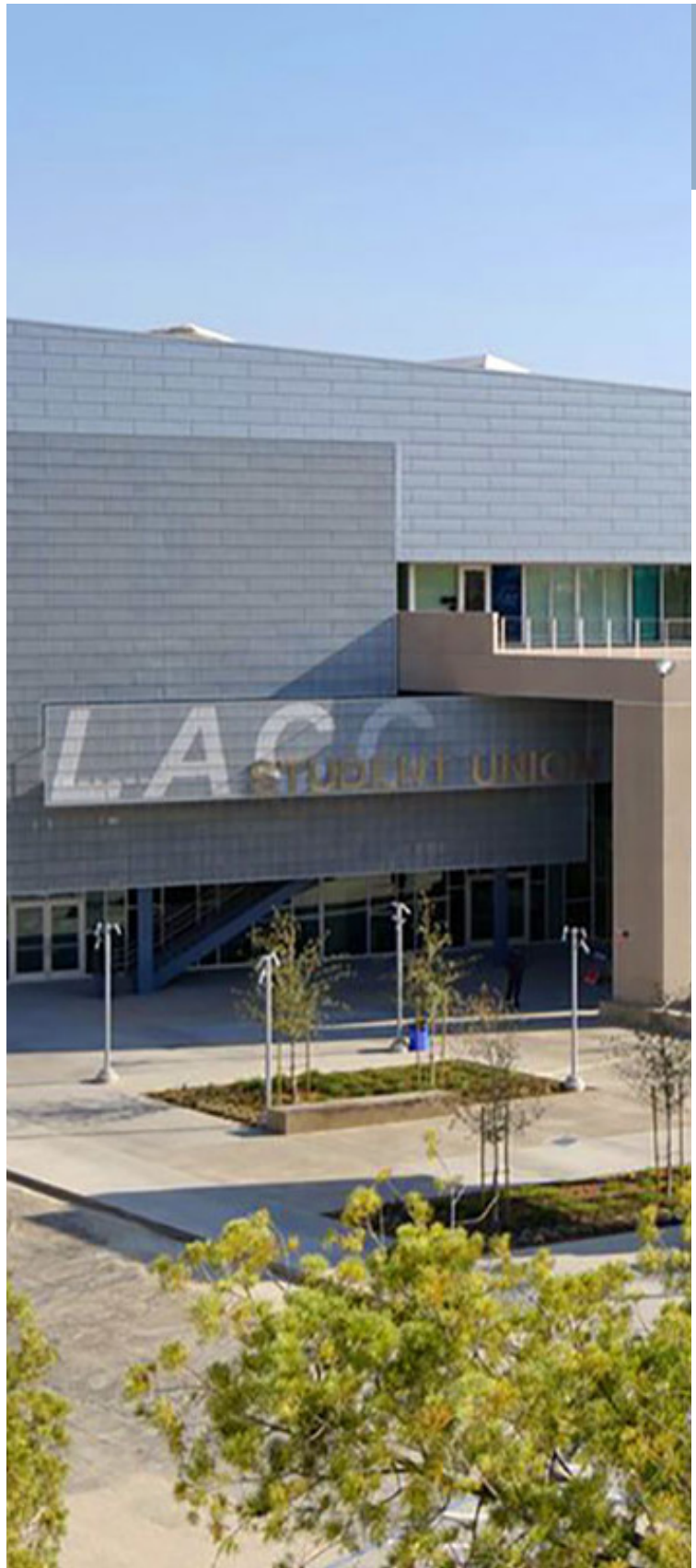
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# CONTENTS

- I. Executive Summary.....6**
  - Introduction & Objective
  - Context
  - Process and Questions
  - What We Learned & Key Drivers
  - Key Recommendations & Implementation Strategies
  - Conclusion
  
- II. Introduction.....11**
  - Objective
  - Context
  - Process and Questions
  
- III. What We Learned & Key Drivers.....14**
  - Los Angeles Community College District (LACCD)
  - Veteran Facility Needs & Program
  - West Los Angeles Veteran Affairs Medical Center campus (WLA VA)
  
- IV. Key Recommendations & Implementation Strategies.....18**
  - Vision Statement
  - Key Recommendations
  - Recommendations and Implementation Strategies
  
- V. Conclusion.....33**
  - Key Recommendations
  
- VI. Appendix.....34**
  - Resources
  - Acknowledgments
  
- VII. About The Panel.....36**

# I. EXECUTIVE SUMMARY

## INTRODUCTION & OBJECTIVE CONTEXT

The Los Angeles Community College District (LACCD) has engaged the Urban Land Institute (ULI) Los Angeles to explore the potential to leverage LACCD’s investment in student housing in conjunction with the ongoing effort to modernize the West Los Angeles Veterans Affairs Medical Center campus (WLA VA) into a thriving veteran community.

The primary objective of the ULI Technical Assistance Panel (TAP) is a response to LACCD’s question:

**“Does student veteran housing on the West Los Angeles Veteran Affairs campus provide benefits for both the Los Angeles Community College District and veterans?”**

This report presents the TAP’s findings and recommendations on LACCD student veteran housing with a focus on the opportunities at the WLA VA campus. Evaluation of student veteran facility requirements, funding mechanisms, and partnerships as well as the identification of opportunities to weave this effort with the creation of a new National Center for Warrior Independence were fundamental to the development of the recommendations and strategies.

### LACCD

The Los Angeles Community College District is the nation’s largest community college system with nine campuses serving 200,000 students. In November 2022, voters in Los Angeles approved “Measure LA”. Measure LA, a \$5.3 billion bond for a range of infrastructure improvements, provides a historic \$500 million first time investment opportunity for the creation of student housing. In Fall 2024, the LACCD Board commissioned a housing strategy that laid out an ambitious and innovative approach to delivering student housing to meet the diverse needs of LACCD’s student populations, including acquisition of properties, leasing, and building on LACCD land.



LACCD Campus Map

## Student Veterans

With an estimated 1.5 million military veterans living in California, many are looking to community colleges for debt-free education and skills training as they transition into civilian life. Student veterans are often housing insecure or at risk of homelessness when transitioning to civilian life after military service, particularly when relocating to an unfamiliar and expensive city such as Los Angeles.

## WLA VA Campus

The veteran homelessness crisis is being addressed by the notable redevelopment of the U.S. Department of Veterans Affairs 388-acre West Los Angeles Medical Center campus. This effort has been widely reported as a significant solution to the veteran homelessness crisis, focusing on permanent supportive housing for homeless veterans.

While the permanent supportive housing at the WLA VA is fulfilling a critical need, development of student veteran and other types of housing on the site as a means of homelessness prevention while encouraging educational and technical goals, was adopted as a formal recommendation by the Veterans and Community Oversight and Engagement Board, a federal advisory committee.



WLA VA Existing Site Aerial

## PROCESS AND QUESTIONS

Over the two-day workshop, the Panelists analyzed the background materials and knowledge gained from the stakeholders, synthesized optional approaches to the creation of student veteran housing, and prepared recommendations that were both ambitious and implementable in response to the needs of the District and student veterans.

## Background Brief

The technical panel included architects, planners, developers, housing experts, legal specialists, real estate finance professionals, and military veterans with experience navigating the VA and community college system. They reviewed a compendium of background information including District housing strategies, previous assessments, demographic data, and legal and financial frameworks provided by LACCD, and participated in a site tour of the north WLA VA Campus.

## Stakeholder Interviews

The TAP Panelists interviewed 18 stakeholders providing direct insight to the relevant issues. The stakeholders included LACCD Executives, Build LACCD, veteran alumni, student veterans, and student veteran counselors. Interviews were either in person or virtual and gathered valuable background and attitudes on potential student veteran housing.

**“Temporary need-based housing would help us stabilize while we’re in school.”**

*-Student Veteran*

## Questions

LACCD supplied four key questions as the basis for the TAP's investigation and recommendations.

1. What is the demand for housing for student veterans and how is it geographically spread across the County?
2. Rooted in an understanding of the demand for veteran student housing, what are the facilities needs to meet the housing, educational and supportive services needs of student veterans and how can LACCD best partner with the VA to meet the housing needs?
3. What opportunities exist within the Community College system to leverage the educational benefits such as the Post 9/11 GI Bill?
4. What partnerships with government agencies, like the VA, and community organizations can be formed to enhance the implementation of the President's Executive Order calling for the National Center for Warrior Independence.



Panelists interviewing stakeholders to better understand the nuances of student veterans' needs.

## WHAT WE LEARNED & KEY DRIVERS

### What We Learned

Veterans and those that are transitioning from military to civilian life can face housing instability leading to homelessness or risk of homelessness with significant impacts on future education and technical training. Demand clearly exists for veteran-oriented student housing, but more precise data is needed to determine the quantity, location, unit typology, and associated services and amenities.

### Key Drivers

The TAP examined the creation of student veteran housing using a multidisciplinary approach revealing key drivers for further consideration including:

- LACCD context
- Student veteran needs and programs
- Feasibility of student housing at the WLA VA Campus

## KEY RECOMMENDATIONS & IMPLEMENTATION STRATEGIES

### Vision Statement

*Develop a housing strategy to address the unique needs of the student veteran community that integrates with a larger student housing approach for the Los Angeles Community College District.*

### Key Recommendations & Implementation Strategies

Four fundamental recommendations have been conceptualized by the Panel in response to the information gathered, key drivers identified, and veteran housing needs of LACCD. Each is accompanied by actionable strategies that may be implemented near or long-term.

#### 1. Continue the ongoing strategy to fulfill Measure

**LA** with the District's successful approach utilizing a smart and comprehensive strategy, its resourceful and dedicated staff, and its significant funding ability.

Implementation strategies undertaken by LACCD for housing creation provide scalable approaches meeting different population needs. The strategies include buying beds with already established housing providers, buying existing buildings, and building new facilities.

#### 2. Undertake a detailed survey to obtain more data to shape and refine housing demand.

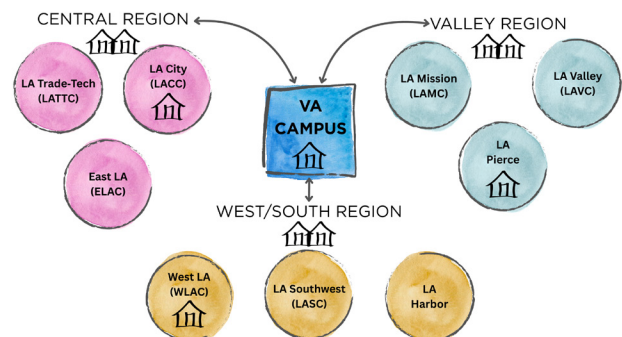
Implementing a detailed demand analysis will provide the district with the granular information necessary for successful housing creation that responds to student veteran needs.

#### 3. Implement a veteran-centric housing program for recruiting and supporting veterans, service members, and their families within the comprehensive LACCD strategy.

The implementation strategies support an increased student veteran population. Significant funding and an array of potential partners are available to support student veteran housing.

#### 4. Include the WLA VA campus as a key housing location and as a site for interim student veteran housing in conjunction with District housing development.

Housing creation using a scattered site approach incorporating the District's regional organization with the WLA VA campus as one of several housing nodes is the key implementation strategy in response to this recommendation.



Recommended regional hybrid- scattered site approach

## CONCLUSION

The Panel proposes an approach to the implementation of student veteran housing that integrates LACCD's existing housing program and supports veterans with diverse needs using a regional hybrid-scattered site strategy, with the WLA VA campus serving as one of several housing nodes. This approach, combined with substantial data collection, leveraging available funding, and robust public and private partnerships, positions the district to meet veterans' unique needs while providing LACCD with the opportunity to improve student outcomes, expand enrollment, and support one of the District's most important communities—our veterans.



Panelists present findings from the two day TAP to LACCD staff and stakeholders.

*recommendation*

**1**

**Continue the ongoing strategy to fulfill Measure LA** with the District's successful approach utilizing a smart and comprehensive strategy, its resourceful and dedicated staff, and its significant funding ability.

*recommendation*

**3**

**Implement a veteran-centric housing program** for recruiting and supporting veterans, service members, and their families within the comprehensive LACCD strategy.

*recommendation*

**2**

**Undertake a detailed survey** to obtain more data to shape and refine housing demand.

*recommendation*

**4**

**Include the WLA VA campus as a key housing location** as a site for interim student veteran housing in conjunction with District housing development.

## II. INTRODUCTION

### OBJECTIVE

This ULI Technical Assistance Panel has been convened to explore the opportunities to leverage the Los Angeles Community College District's investment in student housing with the ongoing effort to modernize the West Los Angeles Veteran Affairs Medical Center campus (WLA VA) into a thriving veteran community that creates a place for community and offers services and support that meet a diversity of needs for veterans. The recommendations to the Los Angeles Community College District include approaches to investing Measure LA funding in conjunction with the broader LACCD Housing Strategy, recommendations around educational resources, and benefits that can be offered at, or in partnership with the VA, as well as identification of opportunities to weave this effort with the Executive Order for the creation of new National Center for Warrior Independence.

The District has already completed substantial housing strategy work and is currently advancing multiple student housing initiatives. The TAP's work builds upon this foundation, focusing specifically on student veterans with the primary objective of the TAP a response to the question, **"Does student veteran housing on the West Los Angeles Veteran Affairs campus provide benefits for both the Los Angeles Community College District and veterans?"**

**"Increase persistence, completion and transfers for LACCD students by delivering a housing program that leverages bond-financing to provide critical support, a strong sense of community, and scales to a sustainable housing program."**

*LACCD Housing Program*



## Context

### LACCD

The Los Angeles Community College District is the nation’s largest community college system and one of 73 districts throughout California, with nine campuses serving 200,000 students. In November 2022, voters in Los Angeles approved Los Angeles Community College District Proposition LA “Measure LA”. Measure LA, a \$5.3 billion bond for a range of infrastructure improvements, provides a historic \$500 million first time investment opportunity for the creation of student housing.

In Fall 2024, the LACCD Board commissioned a housing strategy that laid out an ambitious and innovative approach to delivering student housing to meet the diverse needs of LACCD’s student populations, including acquisition of properties, leasing, and building on LACCD land.

### Student Veterans

Student veterans are reliant on stable housing to successfully attend classes and complete degrees. Many are older - mid 20s to early 40s, have families, juggle work, and require access to medical and psychological services. Housing proximity—to school, healthcare, family needs, and support networks—directly impacts academic success.

Student veterans are often housing insecure or at risk of homelessness due to the transition from the military to civilian life, relocation to an unfamiliar and expensive city such as Los Angeles, and health challenges. By addressing vulnerabilities early, the risk of homelessness can be reduced, directly leading to better academic, training, and employment outcomes.

### WLA VA Campus

The veteran homelessness crisis is being addressed by the notable redevelopment of the U.S. Department of Veterans Affairs 388-acre West Los Angeles Medical Center Campus. The history and scale of the WLA VA Master Plan effort have been widely reported as a significant solution to the veteran homelessness crisis, focusing on permanent supportive housing for homeless veterans. A 2023 ULI TAP sponsored by the Veterans Affairs Greater Los Angeles Healthcare System explored an update to the 2020 Town Center Plan and recommended that the campus creates a place for onsite veterans to connect with the larger community and provide socialization, services, and educational opportunities for on-site and off-site veterans.

While the permanent supportive housing at the WLA VA fulfills a critical need, the development of student veteran and other types of housing on-site represents an opportunity for homelessness prevention while encouraging educational and technical goals. This opportunity was adopted as a formal recommendation by the Veterans and Community Oversight and Engagement Board, a federal advisory committee chartered by Congress in the West Los Angeles Leasing Act of 2016, in 2023.



The development of student veteran housing as a component of supportive housing on-site represents an opportunity for homelessness prevention while encouraging educational and technical goals.

## PROCESS AND QUESTIONS

### Process

Over the two-day workshop, the Panelists analyzed the background materials and knowledge gained from the stakeholders, synthesized optional approaches to the creation of student veteran housing, and prepared recommendations that were both ambitious and implementable in response to the needs of the District and student veterans.

The TAP Panelists interviewed 18 stakeholders providing direct insight to the relevant issues. The stakeholders included LACCD Executives, Build LACCD, veteran alumni, student veterans, and student veteran counselors. Interviews were either in person or virtual and gathered valuable background and attitudes on potential student veteran housing.

### Key Questions

Specifically, the panel addressed the following questions asked by LACCD:

#### 1. **What is the demand for housing for student veterans and how is it geographically spread across the County?**

- What is the demand for student housing specifically for veteran Community College students?
- What kind of housing is needed to meet veteran student needs? (singles, veterans with dependents, veterans with service needs, etc.?)
- What are affordable rent levels for veteran students?
- Where are veteran students attending classes?
- Does it make sense to build veteran's student housing at the West LA VA Campus? If so, what are the most suitable locations within the VA West Los Angeles Medical Center?
- How do public transportation options drive this demand?

#### 2. **Rooted in an understanding of the demand for veteran student housing, what are the facilities needs to meet the housing, educational and supportive services needs of student veterans and how can LACCD best partner with the VA to meet the housing needs?**

- How can Measure LA funds support housing needs?
- What are the legal drivers of how Measure LA funding can be spent relative to supporting veteran's student housing? What are the legal requirements for housing built on VA land?
- How can LACCD prioritize veteran students within the Fall 2024 Housing Strategy

#### 3. **What opportunities exist within the Community College system to leverage the educational benefits such as the Post 9/11 GI Bill?**

- How can community colleges enhance these benefits?
- How can community colleges recruit more veteran students?
- How does this strategy fit into a veteran's student housing strategy?

#### 4. **What partnerships with government agencies, like the VA, and community organizations can be formed to enhance the implementation of the President's Executive Order calling for the National Center for Warrior Independence.**

- Are there best practices from across the Country?
- Are there other analogous partnerships to learn from?

## III. WHAT WE LEARNED & KEY DRIVERS

An analysis of technical, programmatic, regulatory, and financial information derived from the briefing materials, stakeholder interviews, and the Panel’s professional experience resulted in key drivers for the development of the TAP recommendations.

### LOS ANGELES COMMUNITY COLLEGE DISTRICT (LACCD)

**“Increase persistence, completion and transfers for LACCD students by delivering a housing program that leverages bond-financing to provide critical support, a strong sense of community, and scales to a sustainable housing program.”**

#### *LACCD Value Proposition*



WLAC Student Services Building

### LACCD Housing Program Approach

The 2024 LACCD Housing Program is a comprehensive approach to “plan, construct, acquire, or contribute to workforce and student housing units.” The recommended delivery framework includes delivering District-owned capital projects, acquiring existing buildings, contributing equity to a project, and paying facilities leases.

Housing creation strategies, the B3 approach, providing various scalable approaches to delivering housing at different speeds and meeting different population needs has been distilled to:

- **Buy beds (partner)**
- **Buy buildings**
- **Build (new)**

Each approach has strengths and weaknesses that vary by site. Underlying each approach is the principle that housing should be developed to further educational goals, and that LACCD would not act as a housing agency. All student housing should align with the broader educational strategy—an integrated ecosystem of housing and learning.



LATTC Culinary Arts Building

## Regulatory Context

Measure LA, approved by Los Angeles voters in 2022, authorizes LACCD to issue \$5.3 billion in bonds to modernize critical infrastructure and help students and veterans transfer to four-year universities or receive job training. It includes:

- \$500 million allocated for student housing to address the community college student housing crisis
- Authorizes the district to “plan, construct, acquire or contribute to workforce and student housing units”
- Use for capital projects, not for operational expenses
- Upgrading and expanding veteran services and job training so that veterans have the support they need to complete their education and enter the civilian workforce



Measure LA authorizes \$5.3 billion for infrastructure and technology upgrades, as well as increase Los Angeles Community College District's investment in sustainability, athletics facilities, and other improvements throughout the system.

## Veteran Facility Needs & Program

### Demographic

Student veteran housing is a valuable opportunity to attract a large cohort with access to education and housing funds. According to the VA, about 200,000 service members transition to civilian life each year. With an estimated 1.5 million military veterans living in California looking for education and skills training, according to California Community Colleges Vision 2030, there is a huge, untapped potential. There exists basic information about students and the current student population with additional surveys underway to understand student housing needs. However, there is a necessity for more granular information that uncovers the unique student veteran's needs, problems to be solved, and the gaps that need to be filled.

### Program/Resource Needs

A series of veteran needs for services and amenities in conjunction with housing were identified through stakeholder discussions. The needed services and resources include:

- Education
- Vocational Training
- Co-work
- Retail
- Dining
- Services/Conveniences
- Recreation
- Medical Services
- Arts
- Civic/Convening



## Site Constraints & Opportunities

The WLA VA campus is in the west Los Angeles community of Brentwood, in proximity with outstanding services and amenities. Its location as a site for student veteran housing has many advantages but also challenges. Relevant issues include:

### Opportunities

- Location – close to services, amenities, and jobs
- Available land
- Partnership with the VA
- Access to transit
- Veteran access to healthcare
- Vocational training opportunities
- Enhances student recruitment, especially among Latino and African American veteran men
- Access to a stable funding source

### Constraints

- Complexity of working with the VA
- May slow the development process
- Isolates veteran students from non-veteran students
- Not adjacent to LACCD campuses
- Housing limited to veterans, service members, and their families

## Regulatory Context

The primary legal driver for housing on the WLA VA is the “West Los Angeles Leasing Act” and its subsequent Acts whose provisions allow leases up to 99 years. It authorizes enhanced-use leases of real property for purposes of providing supportive housing that principally benefit veterans and their families. Supportive housing is defined as:

- Housing for veterans or their families who are at risk of being homeless or are currently homeless.
- Housing may include, among others, permanent housing and “other modalities of housing”, a broad definition that creates significant flexibility.



“National Veterans Mural” by artist and U.S. Navy Veteran Peter Stewart,

## IV. KEY RECOMMENDATIONS & IMPLEMENTATION STRATEGIES

### VISION STATEMENT

*Develop a housing strategy to address the unique needs of the student veteran community that integrates with a larger student housing approach for the Los Angeles Community College District.*



Photo: Glumac

## KEY RECOMMENDATIONS

Four fundamental recommendations have been conceptualized by the Panel in response to the information gathered, key drivers identified, and veteran housing needs of LACCD. Each is accompanied by actionable strategies that may be implemented near or long-term.

### KEY RECOMMENDATIONS

recommendation

**1** **Continue the ongoing strategy to fulfill Measure LA** with the District's successful approach utilizing a smart and comprehensive strategy, its resourceful and dedicated staff, and its significant funding ability.

recommendation

**2** **Undertake a detailed survey** to obtain more data to shape and refine housing demand.

recommendation

**3** **Implement a veteran-centric housing program** for recruiting and supporting veterans, service members, and their families within the comprehensive LACCD strategy.

recommendation

**4** **Include the WLA VA campus as a key housing location** as a site for interim student veteran housing in conjunction with District housing development.

## RECOMMENDATION 1:

**Continue the ongoing strategy to fulfill Measure LA** with the District's successful approach utilizing a smart and comprehensive strategy, its resourceful and dedicated staff, and its significant funding ability.

### Implementation Strategy:

#### B3 - Buy Beds, Buy Buildings, Build

The 2024 LACCD Housing Program, developed by LACCD, is in response to a demonstrated need. In the Real College Survey taken Spring 2023, 8,652 respondents reported that 67% of LACCD students experienced some form of housing insecurity with rate of housing insecurity rising by 12% since 2016 and the unhoused rate also climbing by 6% during the same time period. The Housing Program's purpose is to deliver housing to enable students to progress on their academic and career development journey faster and is a comprehensive approach to "plan, construct, acquire, or contribute to workforce and student housing units".

**"Bring a 'community-regional' approach and support clusters of schools and student needs in the Valley, Central, West/South regions."**

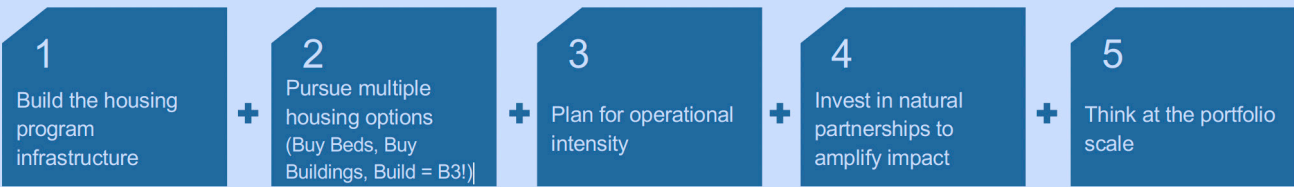
*LACCD Housing Program*

There are several strategies the district is pursuing providing various scalable approaches to delivering housing at different speeds and meeting different population needs:

- Acquire existing buildings off campus (buying buildings) and furnish and equip as a district facility and issue an RFP for an operator/property manager.
- Contribute equity to a project by co-investing in a housing project through direct negotiation or RFI/RFP with potential partners with existing or new housing projects and negotiate an ownership interest in the project. The developer/sponsor will operate and maintain the housing. In this case, there might be rooms set aside for LACCD students or workforce (buying beds).
- Pay a long-term master facilities lease to a university or landlord with bond proceeds. The owner/sponsor will operate and maintain the project.
- Deliver district owned capital projects such as building a new dorm. In this case, the District would issue an RFP to select a development team to design, build, finance, operate and maintain the housing project. The District maintains ownership of the land and deploys a joint-use agreement with the selected team.

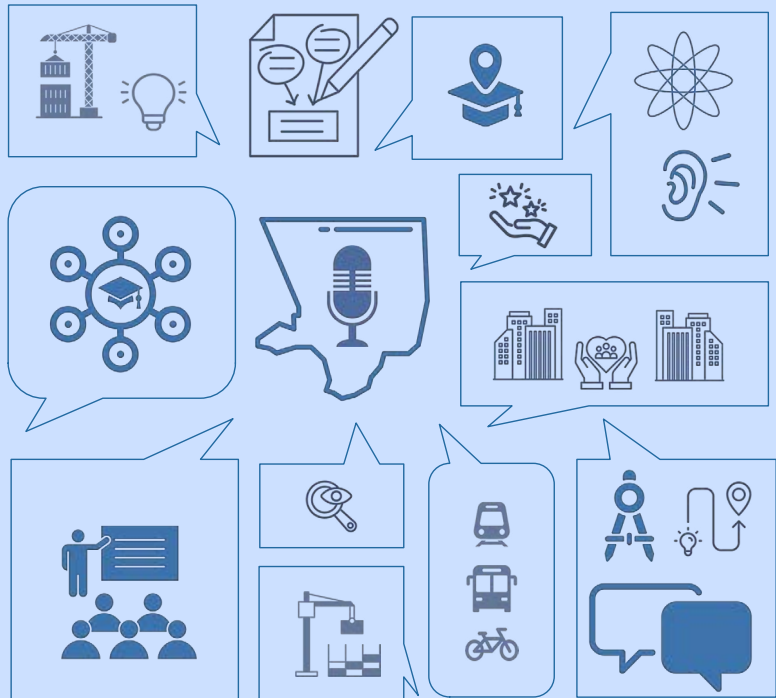
## LACCD Housing Program – P3 Strategic Framework

Five Key Drivers of the Housing P3 Strategy



# LACCD HOUSING PROGRAM

Proposed Strategy – Presentation to FMPOC  
November 20th, 2024



## RECOMMENDATION 2:

**Undertake a detailed survey** to obtain more data to shape and refine housing demand.

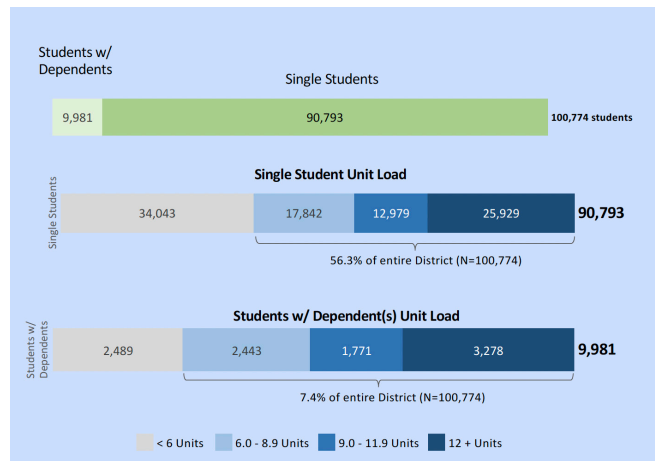
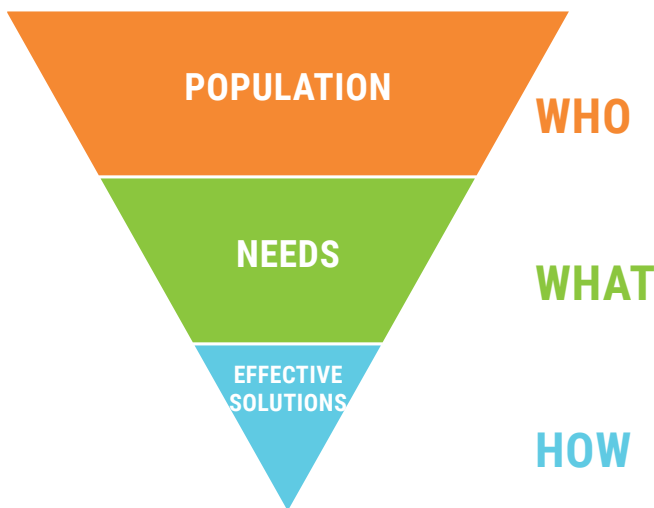
### Implementation Strategy:

#### Detailed Demand Analysis

LACCD’s current survey provides a basis for the cost and type of housing but further detail is needed to best determine the who, what, and how of identifying and implementing solutions. The structure of the data collection and those asking the questions will influence the validity of data collected. A professional survey, using an external consultant with specific experience in this type of survey development is recommended. Equally important is the collection of data through counselors trusted by the respondents. The granular data collected will be critical in determining the location, housing/unit typologies, and costs based on actual needs.

### Specific data relevant to veterans can identify:

- Who is the student veteran population that LACCD is currently serving?
- Who are the student veterans that LACCD could be serving?
- What are the housing and related needs of the current and potential future student veteran population and what is needed to effectively address these needs?
- How many veterans have unstable housing or are at risk?
- How many prefer proximity to campus vs. proximity to the VA?
- How many have dependents?
- How many take online vs. in-person classes?
- What are the occupancy patterns and veteran flows across District campuses?
- What is the relationship of retention and housing stability?



### Potential Student Veterans

The potential to increase veteran enrollment is significant. There is an entire universe of student veterans and soon-to-be veterans who are not attending community colleges here or elsewhere. Potential outreach and marketing would include:

- Soon to be veterans and veterans based on the Department of Labor's forecast and prediction of labor markets
- CAL VET has a list of service members who are leaving active duty and indicate they are moving to Los Angeles. That would give LACCD an opportunity to reach out to propose continuing education or training as the initial step in leaving the military

### Critical Mass

An implementable housing development would be dependent on the quantity of student veterans served in any one location. Key to the data analysis would be an understanding of what would constitute a critical mass of student veterans to support a veteran-centric housing strategy with needed services and resources whether at the WLA VA or in another location.

**"Data is needed to understand demand and determine how to effectively address it."**

*- Panel Member*



## RECOMMENDATION 3:

### Implement a veteran-centric housing program

for recruiting and supporting veterans, service members, and their families within the comprehensive LACCD strategy.

#### Implementation Strategies:

##### Approach to Veteran-Centric Housing

LACCD will benefit by a veteran-focused housing initiative embedded within its broader Measure LA housing platform. Rather than considering student veterans as a niche population, the District should recognize them as a strategically financeable cohort capable of strengthening both the mission and financial sustainability of its housing portfolio. Veteran housing should be structured as a targeted program within the “Buy Beds, Buy Buildings, Build” framework to leverage bond capital, federal benefits, and strategic partnerships. This approach should create stable, mixed-income housing assets that support recruitment, retention, and completion outcomes.



#### Funding Considerations

Measure LA provides \$500 million in bond authority to plan, construct, acquire, or contribute to workforce and student housing. While this capital is catalytic, long-term viability depends on operating income and rent reliability. Student veterans materially improve the operating profile of housing assets. GI Bill benefits, in addition to Measure LA bond funds, significantly bolsters the viability of affordable student veteran housing.

Veterans have historically benefited from generous education benefits upon returning home from military service. The Servicemen's Readjustment Act of 1944, known as the GI Bill, provided World War II veterans unparalleled access to higher education and home ownership. More recently, because of the Global War on Terrorism, Congress renewed its promise to returning service members by passing the Post 9/11 GI Bill (Chapter 33) which provides full in-state tuition for public institutions as well as a basic housing allowance.

The Post-9/11 GI Bill, in conjunction with other federal and county benefits, provides veterans with a guaranteed ability to pay for tuition and rent. These benefits function as a federally backed housing payment stream tied to enrollment. Unlike many student populations, eligible veterans have a predictable and legally authorized housing allowance.

The GI Bill offers significant subsidies and flexibility to student veterans. It provides:

- Full in-state tuition at public institutions
- A Monthly Housing Allowance (MHA) tied to the local Basic Allowance for Housing (BAH) rate
- Book and supply stipends

The monthly housing allowance for Los Angeles, including all of the LACCD campuses, is the maximum allowable. When combined with the draw of Southern California, these benefits are very attractive to those planning to leave the military.

The monthly housing allowance payment for Los Angeles is \$3,741 (100% eligible) for maximum eligibility, \$1,486.50 for 50% eligible, with online students receiving \$1,169. The time frame for benefits is not required to be continuous, allowing flexibility for enrollment patterns of student veterans. The GI Bill allows service members who are on active duty to give their family members their GI Bill, providing benefits to veterans as well as potentially increased enrollment for LACCD. Additionally, some veterans also receive service-related disability compensation or county-level support, further strengthening rent-paying capacity.

For details see: Post-9/11 GI Bill (Chapter 33) Rates Veterans Affairs. (<https://www.va.gov/education>)

**Leverage Post 9/11 Bill in Capital Stack Design**

Explicitly incorporating GI Bill housing allowances into financial modeling will benefit the District. Conservative underwriting assumptions should account for:

- Academic calendar gaps (benefits are tied to enrollment periods)
- Enrollment intensity requirements (credit load & modality considerations)
- Eligibility percentages

Recommendations to mitigate variability include:

- Structure 12-month lease terms with reserve buffers
- Blend veteran units with other income-supported cohorts
- Create healthy operating reserves, sized to address summer cash flow gaps
- Phase projects to allow enrollment stabilization before scaling

CAMPUS	ZIP CODE	2025 MONTHLY HOUSING ALLOWANCE*
ELAC	91754	\$3,741.00
LACC	90029	\$3,741.00
LAHC	90744	\$3,741.00
LAMC	91342	\$3,741.00
LAPC	91371	\$3,741.00
LASC	90047	\$3,741.00
LATTC	90015	\$3,741.00
LAVC	91401	\$3,741.00
WLAC	90230	\$3,741.00
*2025 MHA for E-5 w/ Dependents (August 1, 2025 to July 31, 2026). Rates calculated at 100% GI Bill eligibility, rate of pursuit and location-based classes.		

### Funding Based on Demand

A demand analysis will inform the path forward with data informing demand, price points, and costs. The analysis should quantify:

- Number of eligible veterans within LACCD service areas
- Projected enrollment growth
- Preferred unit types (single occupancy, shared suites, family units)
- Willingness to pay relative to GI Bill allowance levels
- Geographic campus demand variations

*If demand is less than 100 beds:*

- Evaluate the advantages of development on District-owned sites to maintain control
- Design smaller-scale infill projects or adaptive reuse
- Identify appropriate unit configuration to address local veteran needs and prioritizing flexibility (studios, 1-bedroom, limited family units)
- Consider master leasing or acquisition as faster deployment mechanisms so that capital efficiency and speed to delivery are prioritized
- Smaller projects may be appropriate as pilot programs before scaling

*If demand greater than 100 beds:*

- Conduct a SWOT analysis of joint development opportunities, including the West Los Angeles VA campus
- Explore Enhanced Use (and fully compliant) Lease structures with the VA, where a private developer builds and operates housing under a long-term agreement
- Evaluate a P3 structure where LACCD contributes bond capital as subordinate equity or low-cost capital

### Joint Development Model

Under a joint development scenario, the model transfers operational and development risk while preserving access for student veterans.

- The developer designs, builds, maintains, and operates the housing
- Long-term ground lease or operating agreements define set-asides for LACCD students
- Rental revenue supports operations and debt service
- LACCD's financial exposure is limited to its defined capital contribution

### Phased Allocation Approach

A disciplined, phased approach toward allocation following recommended strategies with findings from the detailed demand study, information from partners, and careful stewardship of funds will enhance the benefits of the bond. The layered structure described enhances return on public capital while preserving long-term flexibility.

## Recommended Phases

### Phase 1: Foundational Housing Development

Launch initial general student housing projects to establish governance, operating protocols, and partnership models

### Phase 2: Targeted Veteran Housing Rollout

Introduce veteran-designated units once baseline housing operations are stabilized. This ensures institutional readiness and reduces early execution risk

### Phase 3: Expansion Through Partnership

Scale veteran housing via joint ventures or VA-aligned development once demand is validated

## Capital Allocation Strategy

- Reserve a defined portion of Measure LA funds earmarked for veteran housing
- Deploy bond proceeds at approximately 50% loan-to-cost to reduce leverage risk
- Use bond capital as catalytic equity in joint developments
- Enter into equity partnerships where third-party developers contribute capital and assume execution risk
- Maintain conservative debt service coverage ratios

## Risk Management and Governance ensuring the protection of LACCD

The following recommendations not only protect the interests of the District, they are foundational to the creation of a successful housing program that supports student veterans.

- Utilize an auxiliary or affiliated entity to hold housing interests
- Contract with experienced third-party property managers
- Define clear eligibility criteria and compliance standards
- Align housing operations with campus Veteran Resource Centers for integrated support services
- Operational complexity should be transferred where possible without sacrificing mission alignment
- Establish a phased strategy to meet housing demand
- Introduce veteran housing after the initial housing is built
- Reserve a portion of funds with allocations earmarked for veterans
- Leverage bond proceeds at 50% loan to cost for development financing
- Enter into an equity partnership for the development of student veteran housing

### **Benefits of a Veteran-Centric Housing Program**

A veteran-centric housing program represents a financially disciplined extension of Measure LA. By leveraging federally backed housing benefits, structuring mixed-income cross-subsidization, phasing capital deployment, and aligning with federal and private partners, LACCD can create a stable and scalable sub-portfolio within its broader housing initiative.

Veterans represent both a priority population and a revenue stabilizer within a mixed-income housing model. While the GI Bill does not eliminate risk, it significantly reduces revenue uncertainty relative to traditional affordable student housing. Veteran supported rents, by leveraging the GI Bill and relevant benefits significantly enhance student housing project viability by:

- Reducing default risk
- Improving debt service coverage
- Supporting higher-quality unit configurations
- Cross-subsidizing deeper affordability for other vulnerable students

Veterans are a population whose federal benefits meaningfully enhance student housing feasibility - as well as an opportunity for increased enrollment. If properly structured, student veteran housing advances mission outcomes while strengthening the financial resilience of the overall housing platform.

## Partnerships

Veterans and those transitioning from military to civilian life have the advantage of public and private resources to draw upon that provide support for education and housing, thereby benefiting educational institutions as well. Government agencies, academic institutions, industry and philanthropy provide resources to aid development, training/education, financing, and recruitment to student veterans - assisting in the creation of student veteran housing. Leveraging partnerships in all aspects of development and operations currently and in the future will strengthen the District's capability to provide housing. The following chart provides a breakdown of potential partners by function:

	Development	Funding/ Financing	Academic Programming/ Job Training	Marketing Recruitment to Student Veterans
U.S. Department of Veterans Affairs	✓	✓	✓	✓
Veterans' Organizations		✓	✓	✓
Academic Institutions - 4 year		✓	✓	✓
Los Angeles County Veteran Program			✓	✓
Other Government Agencies		✓		✓
Other Academic Institutions	✓	✓		
Unions			✓	✓
Industry			✓	✓
Cal Vet				✓
Student Support			✓	
WLA VA Developers	✓			
Philanthropists		✓		

## RECOMMENDATION 4:

**Include the WLA VA campus as a key housing location** and as a site for interim student veteran housing in conjunction with District housing development.

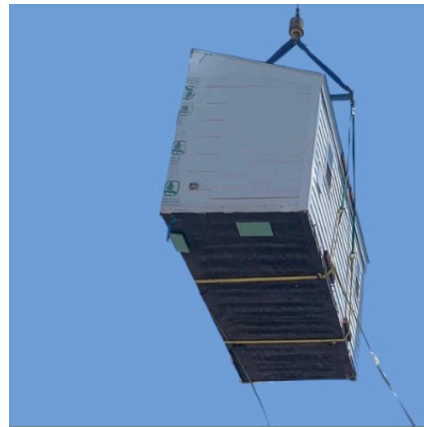
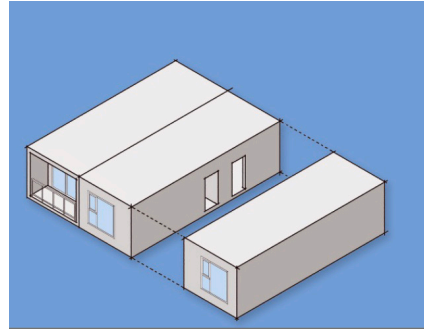
### Implementation Strategies:

#### Housing Creation Strategies

In the scenario where LACCD elects to build new student veteran housing—whether on existing campus land or in partnership with the WLA VA – the District will face a unique challenge: the need to deliver small to mid-scale housing across multiple, scattered sites with varying space constraints, program requirements, and student veteran populations. This calls for a typology and delivery strategy that is flexible, scalable, and replicable.

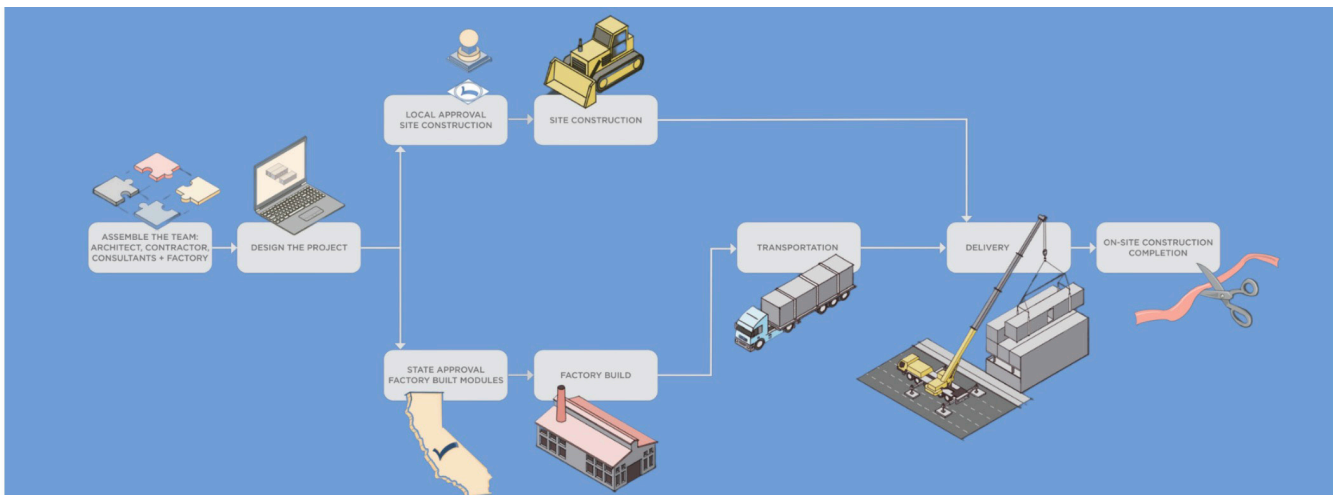
#### Housing Typologies

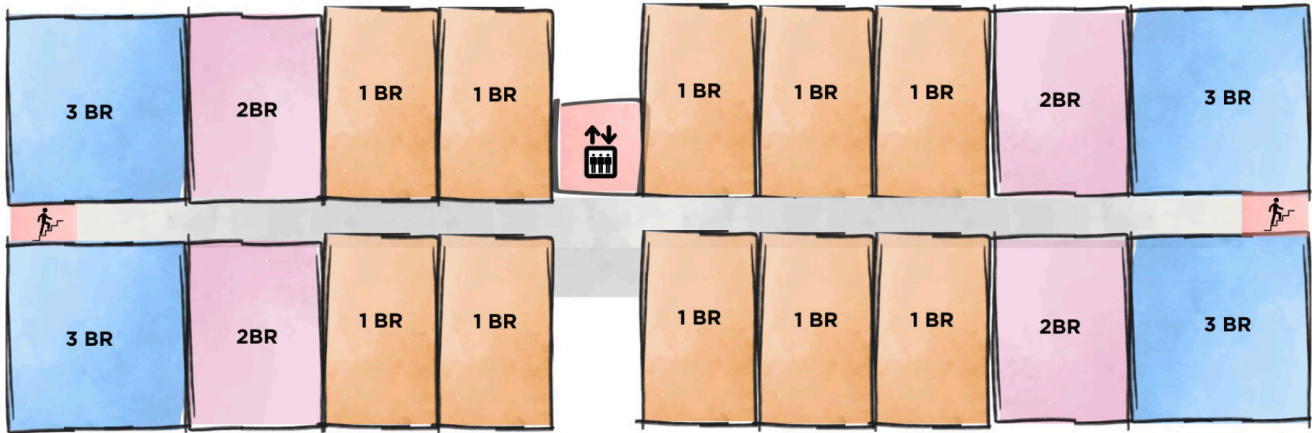
LACCD has significantly advanced its B3 housing creation strategy, buying beds, and acquiring buildings. Therefore the Panel focused on the new build scenario. Building typologies and construction methodology suitable for a campus, campus-adjacent, or WLA VA were considered. Two typologies, double loaded corridor and point access block (PAB) and modular housing, an innovative construction technique, were explored.



### Modular Construction & Building Innovation

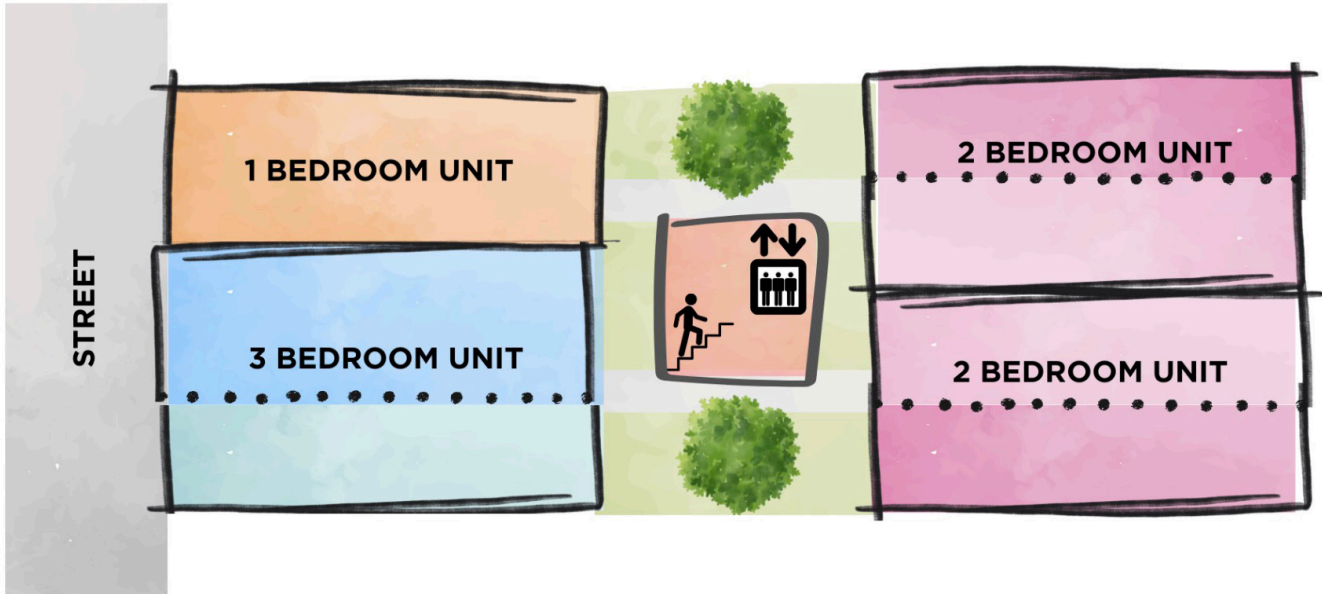
Innovative approach that is conducive to repetition





**Double Loaded Corridor - Traditional Model**

Traditional corridor with stairs at either end



**Point Access Block (PAB) - Recommended Approach**

Compact footprint with a courtyard in the middle

**Scenarios**

The panel developed three optional scenarios in response to the variety of conditions of the nine campuses such as existing density, urban context, and student preferences.

**Scenario 1 LACCD campus or adjacent only**

This scenario is appropriate for on site or campus adjacent housing identified by the District.



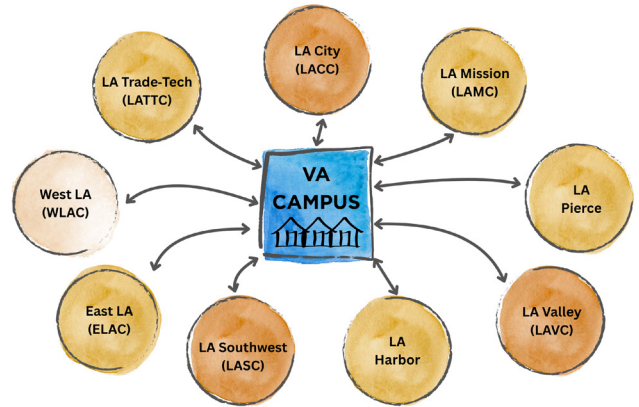
Scenario 1- LACCD campus or adjacent only

**Scenario 2 WLA VA campus only**

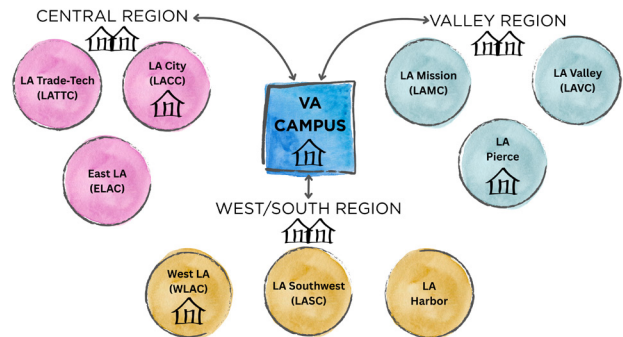
This scenario provides adjacency to VA healthcare and services and high-quality transit.

**Scenario 3 Regional Hybrid-Scattered Site**

The regional hybrid model integrates LACCD operational strategies among the campuses and accommodates the movement of students between campuses. It accommodates housing on both the WLA and WLA VA campuses and housing currently proposed for other campuses.



Scenario 2- WLA VA campus only



Scenario 3- Regional hybrid- scattered site organization

**Recommended Housing Creation Strategy**

The panel recommends using the regional hybrid-scattered site strategy with the point access block (PAB) housing typology as the foundation for LACCD’s housing strategy. Modular construction provides advantages when used with this recommended scenario.

**Regional Hybrid-Scattered Site**

The regional hybrid scattered site concept directly responds to the District’s geographical spread and organization into three regions.

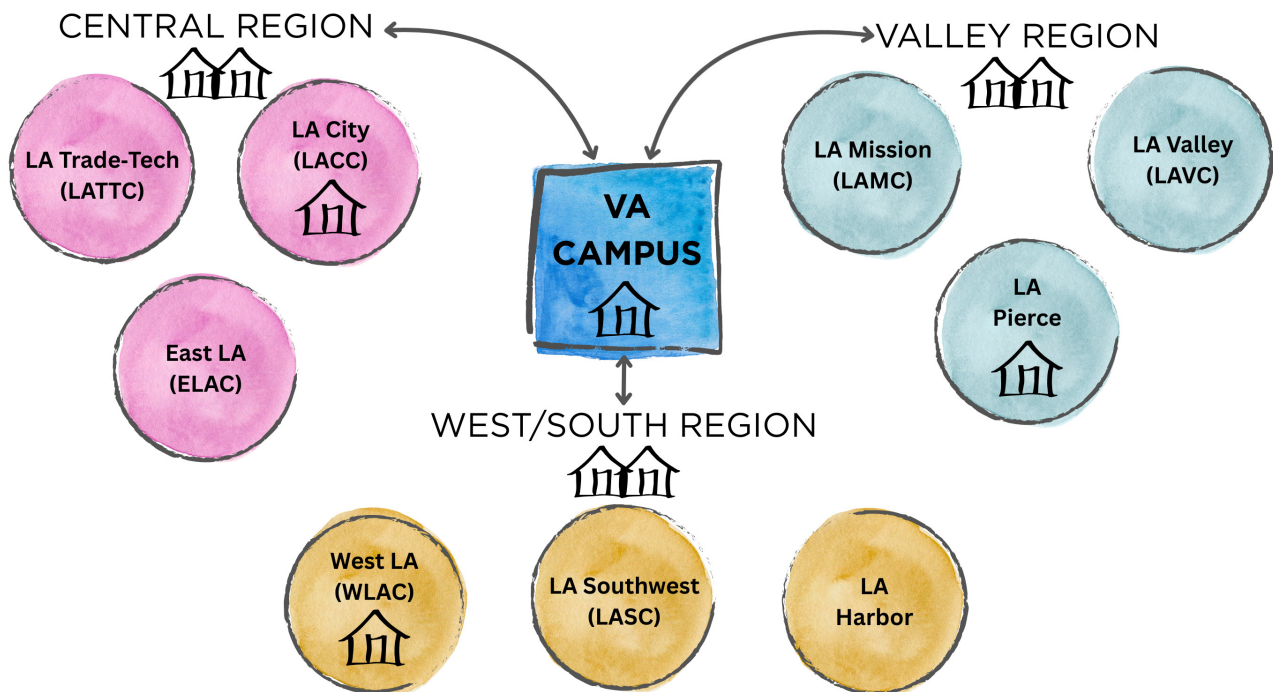
The advantages of this organizational concept is the support of:

- Geographic diversity of students
- Equity among campuses
- Partnership flexibility
- Risk management across sites

**Point Access Block (PAB) Housing Typology**

PAB housing, applicable to new housing developed by LACCD, uses a single stair and elevator core, serving no more than four units per floor, typically in 4–6-story buildings unlike the conventional American double-loaded corridor model (with two stairs and long interior hallways). This creates a compact, efficient footprint that adapts well to small or irregular development parcels.

Although not common in the United States today, PAB buildings are the global standard for mid-rise multifamily housing and have been the backbone of walkable, human-scaled neighborhoods across Europe and Asia for decades. While single-stair multifamily is currently restricted by local code in Los Angeles, both state and local efforts to modernize stair and egress requirements are advancing quickly. Passage is widely anticipated within the next few years, positioning LACCD to adopt a proven, internationally successful housing model once reforms take effect.



## **Advantages of the Hybrid-Scattered Site/ Point Access Block (PAB) Typology for LACCD**

### **Scalable**

Supports a wide range of building sizes—from 20 units to 200+ units—allowing right-sized projects tailored to each campus or VA parcel.

### **Scattered Site Compatibility**

Works on small, irregular, or infill sites, making it ideal for a district-wide deployment strategy.

### **Unit Mix Flexibility**

Individual buildings can specialize (e.g., studios, 1BR, family units), and clusters of buildings can combine mixes as needed.

### **Modular Ready**

The simple, repetitive geometry is well-suited to volumetric modular construction, enabling factory-built, state pre-approved units to be deployed rapidly across LACCD and VA partnership sites.

### **Safety & Visibility**

Short travel distances from every unit to the stair/ elevator reduce reliance on long interior corridors, improving visibility and reducing blind corners—an essential consideration for trauma-informed design for veterans.

### **Sustainability & Health**

Units typically have two or three exterior exposures, allowing for natural cross-ventilation, abundant daylight, and reduced mechanical loads, compared to the single-loaded exposure of traditional double-corridor buildings.

### **Cohort Separation**

Clusters of small buildings allow LACCD or the VA to separate cohorts (e.g., student veterans, older veterans, veterans with families, women veterans) while maintaining proximity to shared services.

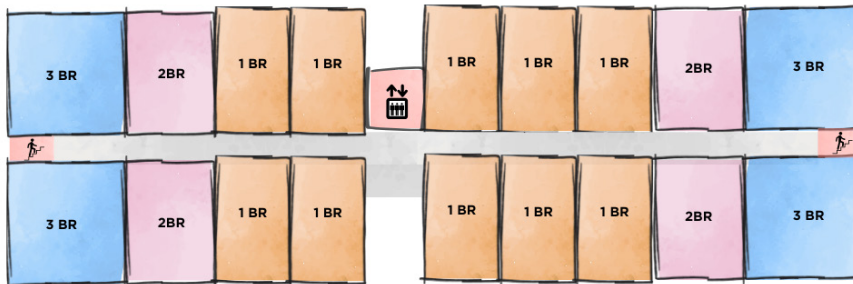
### **Community Building**

With a maximum of four apartments per floor, residents naturally form stronger social ties, supporting peer networks and mutual support.

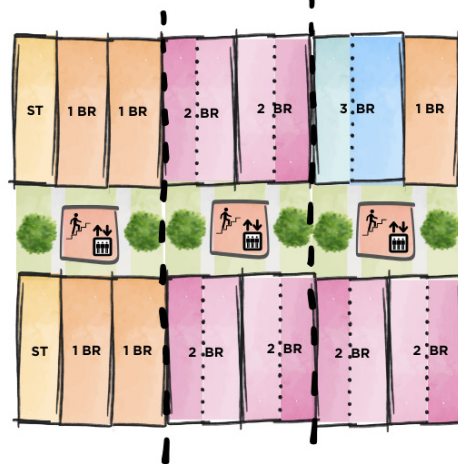
### **Efficiency**

The typology minimizes circulation space and maximizes usable residential area, enabling a greater share of bedrooms and living space within the same building envelope.

## COMPARISON



VS



- SCALABLE
- SCATTERED SITE
- UNIT MIX
- MODULARITY
- SAFETY
- SUSTAINABLE
- COHORT SEPARATION
- BUILD COMMUNITY

## V. CONCLUSION

Student veteran housing lies at the nexus of education and national defense, both of which are foundational to our nation's well-being. The Panel recommends an implementation approach that aligns with LACCD's existing housing strategy and supports veterans with diverse needs through a regional, hybrid-scattered-site model, with the West LA VA campus serving as one of several housing nodes. This approach, combined with substantial data collection, leveraging available funding, and robust partnerships, positions the district to meet veterans' unique needs while providing LACCD with the opportunity to improve student outcomes, expand enrollment, and support one of the District's most important communities—our veterans.



recommendation

1

**Continue the ongoing strategy to fulfill Measure LA** with the District's successful approach utilizing a smart and comprehensive strategy, its resourceful and dedicated staff, and its significant funding ability.

recommendation

2

**Undertake a detailed survey** to obtain more data to shape and refine housing demand.

recommendation

3

**Implement a veteran-centric housing program** for recruiting and supporting veterans, service members, and their families within the comprehensive LACCD strategy.

recommendation

4

**Include the WLA VA campus as a key housing location** as a site for interim student veteran housing in conjunction with District housing development.

# VI. APPENDIX

## RESOURCES

### LACCD Housing Program

[https://go.boarddocs.com/ca/laccd/Board.nsf/files/DEC2DW01BC98/\\$file/250305%20Committee%20of%20the%20Whole\\_HousingStrategy.pdf](https://go.boarddocs.com/ca/laccd/Board.nsf/files/DEC2DW01BC98/$file/250305%20Committee%20of%20the%20Whole_HousingStrategy.pdf)

### Measure LA

<https://measurela.org/>

### WLA VA 2022 Master Plan

[https://draft-master-plan-assets.s3.amazonaws.com/media/uploads/2022/04/12/2022-03-18\\_WLA-VA-Master-Plan-Signed.pdf](https://draft-master-plan-assets.s3.amazonaws.com/media/uploads/2022/04/12/2022-03-18_WLA-VA-Master-Plan-Signed.pdf)

### ULI WLA VA The Commons

[https://ulidigitalmarketing.blob.core.windows.net/ulidcnc/sites/47/2024/11/20231006\\_VA-Town-Center-TAP-Report\\_WEB.pdf](https://ulidigitalmarketing.blob.core.windows.net/ulidcnc/sites/47/2024/11/20231006_VA-Town-Center-TAP-Report_WEB.pdf)

### Post 9/11 GI Bill

<https://www.va.gov/education/about-gi-bill-benefits/post-9-11/>

<https://www.va.gov/education/benefit-rates/post-9-11-gi-bill-rates/>

### VA Transition Programs

<https://discover.va.gov/transition-programs/transition-assistance-program/#:~:text=About%2000%2C000>



## ACKNOWLEDGMENTS

The TAP is thankful for the commitment and participation of stakeholders especially all of the individuals who were interviewed or provided valuable information and perspective during the TAP process including:



### **LACCD Executives:**

#### **Dr. Leigh Sata**

Vice Chancellor, Chief Facilities Executive

#### **Jim Lancaster**

Vice Chancellor, Workforce & Economic Development

#### **Peggy Quijada De Franke**

Assistant Vice Chancellor, Facilities Planning

### **BuildLACCD Group:**

#### **Edwin Van Ginkel**

Program Director

#### **Rod Hamilton**

Housing Team Leader

### **Student Veteran Counselors:**

Kookie Williams

Krixa Alejo

Colonda Hawkins

Ani Saakyan

Jessica Peak

Raziel Vela

### **Student Veterans Group**

David Killion

Lauryn Brown

Jeremiah Orlando-Columbus Jahi

### **Veteran Alumni Group:**

Michelle Loposky

Shawn Banzhaf

Raul Barragan

William Treseder

Randy Plunkett

Elizabeth O'Herrin

## VII. ABOUT THE PANEL



**Marty Borko, Chair**

ULI Los Angeles

From 2018 through 2020-2024 Marty served as the Executive Director of the Los Angeles District Council of the Urban Land Institute (ULI) At ULI-LA he was responsible for the day-to-day workings and long-range planning of one of ULI's largest and most active regional chapters. The Los Angeles District Council presided over the 2024, 2017 and 2013 ULI Fall Meetings which set attendance and fundraising records for the organization.

Along with the ULI-Los Angeles leadership team Marty is responsible for helping pilot the organization as it confronts the most critical land-use challenges in the city, including the homeless and housing affordability crisis, as well as city planning, infrastructure, transportation, open-space and historic districts.

Prior to his leadership role at ULI-LA Marty was a Principal at Gensler in Los Angeles

"My 27 years at Gensler were focused on city building and improving the urban experience.

In his tenure at the global design firm's Los Angeles office, Marty helped grow the firm's Planning and Urban Design, Entertainment, and Mixed Use practices and has been principal-in-charge on numerous international and Los Angeles projects.



**Elizabeth Camacho**

Loeb & Loeb

Elizabeth Camacho focuses her practice on land use and development law, including permitting, associated environmental review and related litigation. She works with property developers and owners providing comprehensive land use counsel from the earliest stages of strategic project planning through the entitlement process and, if necessary, defense of any legal challenge.

Elizabeth represents clients in connection with development projects of all sizes across a broad range of uses, including multi-family residential, office/commercial, master-planned communities, entertainment centers, hotels, institutional facilities, energy and public infrastructure.

Her experience with general planning and zoning law, historic preservation law and design review is extensive, as is her familiarity with the California Environmental Quality Act, the Subdivision Map Act and the California Coastal Act. She has also worked on endangered species protection, air and water quality regulation, land use and growth control initiatives, and inverse condemnation/takings. In addition, Elizabeth's practice includes land use-related due diligence and representation of owners, operators and lenders in land use litigation.



### Carl A. Castro

USC Veteran Programs (Veteran)

Carl Castro is currently professor and director of the Military and Veteran Programs at the Suzanne Dworak-Peck School of Social Work at the University of Southern California. He also serves as director of the USC-RAND Epstein Family Foundation Center for Veterans Policy Research. Dr. Castro served in the U.S. Army for over 30 years, first as an infantryman, before retiring at the rank of colonel. Dr. Castro participated in the Bosnia and Herzegovina and Kosovo Campaigns, Operation Northern Watch, and the Iraq War. Dr. Castro has chaired numerous NATO and international research groups and has served on a number of National Academies of Science, Engineering and Medicine committees. He serves on the Board of Directors of the Greater Los Angeles Veterans Research and Education Foundation. Dr. Castro is a Fellow of the American Psychological Association and the National Academy of Social Work and Social Welfare. His current research efforts are broad and include: (a) the exploration of the military culture that leads to acceptance and integration of service members and veterans; (b) understanding and ameliorating the effects of military trauma and stress, especially combat and deployment, on service members and their family; (c) the prevention of suicides and violence such as sexual assault and bullying; and (d) evaluating the process of transitioning into the military and transitioning from military service back to civilian life.



### Michael Folonis

Sci-Arc (Veteran)

Michael W. Folonis Architects is an award-winning design studio located in Santa Monica, California, directed by Michael Folonis, FAIA. The firm was founded in 1983 and celebrates 43 years of excellence in 2026. The firm is recognized for carrying on the rich legacy of Modernist exploration within the Southern California region. Mr. Folonis guides all project phases from design through project realization and remains the primary contact for his clients. His project work includes mixed-use, multi-family residential, healthcare, commercial, single-family residential and the restoration of historically significant Modernist buildings. The firm's work has received more than 75 regional and national design awards and has been published nationally and internationally.

Mr. Folonis entered the service in 1967 with the U.S. Army. From 1968 /1969 he was stationed in Vietnam with the 9th Infantry Division, 15th Combat Engineers, in the Mekong Delta. Upon returning from Vietnam, he was assigned to, Troop C, 1st Squadron, 18th Armor Cavalry and retired in 1973 as a Second Lieutenant.



### Don Girard

Santa Monica College

Don Girard has been in senior leadership at Santa Monica College for nearly four decades.

He has helped orchestrate six bond measures (Measures T, U, S, AA, V, and SMC) that have contributed to College development, among other College advancement initiatives. He installed the governance structure for the SMC Performing Arts Center and the Broad Stage and currently oversees its operations; initiated and secured funding for a national model public transportation program providing free public transit for all SMC students and staff on both Big Blue Bus and Metro Bus and Light Rail; and oversees the management of radio station KCRW.

His management responsibilities include SMC's three foundations, the College public programs, College marketing, government relations, and a leadership role in College master planning.

In recent years, Mr. Girard has also taken a leadership role in the planning for student housing for Santa Monica College, work that included the sponsorship of AB 648, now in law, that provides community colleges with the same authority as the California State University and University of California systems have regardless of how a property is zoned.



### Tony June

Deodate (Veteran)

Tony M. June is Vice President of Consulting & Transactional Services at DEODATE, where he leads advisory work spanning valuation, portfolio optimization, and strategic asset management. A former U.S. Navy nuclear power operations supervisor, he applies analytical rigor and disciplined execution to complex real estate transactions.

His work spans brokerage, investment sales, and public-private partnerships, with a focus on value-add and mission-aligned housing strategies in the Southern California region. Tony also leads Life Connoisseurs Management & Enterprise, a Los Angeles-based real estate advisory and investment platform integrating finance, development, and community impact.

He holds graduate degrees in Real Estate Finance, Entrepreneurship & Innovation, and Strategy & Management Consulting from Pepperdine and USC Marshall, and is currently an Executive MBA candidate at Cornell University.



**Tricia Keane**

Park & Velayos LLP

Tricia brings a unique combination of public and private sector experience to housing, land use, and legislative matters. A problem solver at heart, Tricia pairs deep knowledge of policy, entitlement, and regulatory environments with extensive experience in local jurisdictions to get results. Over the past 25 years, Tricia’s approach to advocacy and outreach has created real, long-term, collaborative relationships with government officials and staff, developer teams, and community members.

Before joining Park & Velayos, Tricia was Executive Officer for the Los Angeles Housing Department where she managed wide-ranging, large-scale departmental programs. She brought creativity and vision to LAHD, making meaningful structural change and breaking down long-established silos. She was Deputy Director of the Operations and Engagement Bureau of the Los Angeles Department of City Planning. Tricia joined the City in 2013 as Planning Director and then Deputy Chief of Staff for Councilmember Mike Bonin.

Before the City, Tricia was Senior Deputy County Counsel for Los Angeles County, advising the Regional Planning Department, Regional Planning Commission, and Board of Supervisors on complex development projects. Tricia began her legal career in Los Angeles with Latham & Watkins LLP, advising residential, commercial, and institutional developers on local and state development processes.



**Derek Leavitt**

EYRC

Derek Leavitt joined EYRC in 2023 as the Director of Housing. He is a seasoned architecture, construction, and real estate professional with a wealth of experience in the industry. A co-founder of Modative, an integrated design, development, and construction firm in Los Angeles, Derek successfully completed over 60 housing projects, showcasing his expertise in design, development, and construction - including modular practices. Derek holds a degree in Architecture from the University of Southern California with a minor in Business Administration and is a licensed architect and general contractor in California.



**Patti Rhee, FAIA**  
EYRC

Patti Rhee, FAIA has been a member of the firm since 2000 and was named a Partner in 2013. She has served as Project Architect / Designer for several of the firm's most notable and award-winning projects, including The Culver Steps, Ivy Station, the United Arab Emirates' Federal National Council Parliament Complex and GSA's John M. Roll Federal Courthouse. She received her Master's degree in Architecture from Harvard's Graduate School of Design where she was awarded the Thayer Prize and received her Bachelor's degree from the University of Pennsylvania. In addition, she recently completed USC's Ross Minority Program in Real Estate. She has served on design juries with the AIA Academy of Architecture for Justice, DBIA, University of Southern California and SCI-Arc. Patricia was a founding Co-Chair of the AIA Los Angeles Women in Architecture committee. She has lectured internationally, at Cal Poly San Luis Obispo, Clemson University, the World Architecture Festival, at AIA Los Angeles' POWERFUL Women in Design symposium and AIA Women's Leadership Summit.



**Dan Rosenfeld**  
Community Partners

Dan Rosenfeld is a real estate investor who alternates between private and public-sector service.

In the private-sector, Mr. Rosenfeld served as a senior officer with The Cadillac Fairview Corporation, Tishman-Speyer Properties, and Jones Lang LaSalle. He was a founding member of Urban Partners, LLC, a nationally recognized developer of urban infill, mixed-use and transit-oriented real estate. Among the firm's major projects are Del Mar Station, Wilshire/Vermont Station and the Caltrans District 7 Headquarters. Mr. Rosenfeld is currently developing and managing real estate in Los Angeles and Seattle.

In the public sector, Mr. Rosenfeld served as Director of Real Estate for the State of California and City of Los Angeles, and as a Senior Deputy for Economic Development with Los Angeles County.

Mr. Rosenfeld is a graduate of Stanford University and the Harvard Business School.



TAP participants (From left to right): Tony June, Claudia Carol, Michael Folonis, Molly Honnef, Elizabeth Camacho, Derek Leavitt, Marty Borko, Dan Rosenfeld, Patti Rhee, Carl Castro, Tricia Keane, Kellie Kao Miles, Don Girard





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