



# LOS ANGELES ROOM & BOARD

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## Executive Summary

A non-profit organization focused on ending homelessness and promoting college completion among community college students in the greater Los Angeles area.



# Our Mission

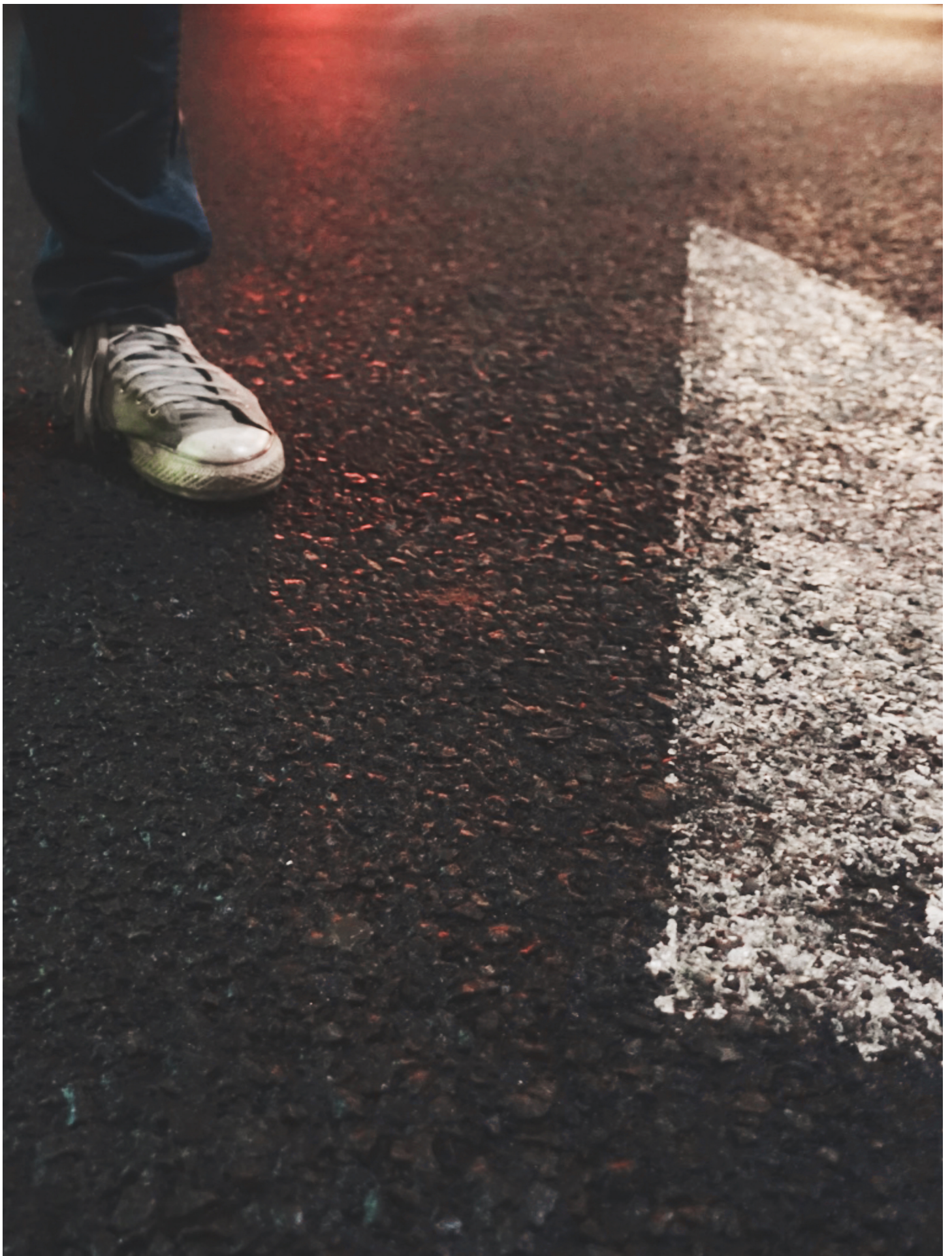
LOS ANGELES ROOM & BOARD

The mission of Los Angeles Room & Board (LARB) is to ensure that California's community college students realize their post-secondary education goals by providing affordable transitional housing designed to end homelessness and, through our residential education program, promote persistence, retention, and completion from their certificate, associate's and bachelor's degree programs.

# Our Values

LOS ANGELES ROOM & BOARD

- We believe in housing as a fundamental right.
- We believe in working in and with the communities we operate in, and will strive to preserve community identity and strength.
- We understand homelessness and community college completion as matters of economic and social justice.
- We believe every student in pursuit of higher education should have a secure, stable living environment that meets their basic needs.
- We believe in expanding educational opportunities for those who've been denied access, marginalized, and pushed out of educational institutions.
- We believe that every student is deserving of the chance to flourish in a productive, healthy and secure environment.
- We believe that race, ethnicity, nationality, skin color, gender, sexual orientation, ability, language, and religion should not be factors of economic or educational opportunity.



# **This year, 1 in 5 community college students will be homeless. Because our current system is failing students, we're making social change.**

In June 2017, *The Los Angeles Times* reported that one in five of Los Angeles Community College District's 230,000 students is homeless and nearly two-thirds can't afford healthy food to eat.

The study, commissioned by the district's board of trustees, revealed the staggering number of students challenged with unstable housing and food insecurity, which is defined by the U.S. Department of Agriculture as lacking enough to eat to sustain an active and healthy life.

In March 2019, a statewide survey commissioned by California community colleges, in partnership with #RealCollege and The Hope Center, revealed more than 50% of students attending California's 113 community colleges have trouble affording healthy meals or worry about having enough food to eat.

Nearly half of students surveyed in both studies reported struggling with the high costs of housing. The survey noted that students living independently must pay more than \$20,000 each academic year when housing, commuting to campus, textbooks and supplies, and other school related costs are considered. However, a California community college student, after being awarded all of their financial aid (full cost of attendance), still faces a shortfall of nearly \$7,000 each year. For many students, this set of circumstances makes them particularly vulnerable to homelessness. In their February 2018 report, The Institute for College Access and Success argued that the current measures used to estimate housing costs are outdated and grossly underestimate the actual cost of living, and current income classifications fail to accurately account for the high cost of living in California.

LA County students have resorted to sleeping in their cars on campus parking lots, couch surfing, and, in far too many instances, are without a roof over their heads at all. Homelessness is a barrier to students' goals of completing their postsecondary education, which so many students rely upon in order to lift them from one socioeconomic level to the next. The impact of homelessness on students academic achievement has been well documented. In addition to being a barrier to community college retention and completion, homelessness is correlated to poorer physical health, stress, depression, and emotional well-being.



A person wearing a red baseball cap and a blue backpack is walking away from the camera on a paved path. In the background, there is a tall, thin lamppost and a blurred figure of another person walking further ahead. The scene is outdoors with a clear sky.

**The 230,000 students in  
*The Los Angeles Times*  
report indicated that ...**

**60%**

said they are unable to buy more  
food when their food runs out

**19%**

said they were recently homeless

**4%**

said they had been evicted

**65%**

said they cannot afford  
balanced meals

**8%**

reported being thrown  
out of their homes



# Why Community College Completion Matters

Community colleges are key drivers of Los Angeles' economic growth and the engines powering the expansion of the educated and skilled workforce. The education and training community colleges provide are the gateway to high paying and middle class jobs. However, only 30 percent of students who start a certificate or associate's degree earn a credential within three years.

In 2017, The Los Angeles County Economic Development Corporation commissioned a report indicating that in the greater Los Angeles/Orange County Basin there will be approximately 67,450 job openings over the next five years for 20 key occupations examined in the report. However, the latest data available, from the 2014-2015 academic year, reveals there were fewer than 27,000 career education award earners in the greater Los Angeles Basin. And only about 7,800 awards were conferred in training programs relevant to the 20 target occupations. If this trend continues without our region's talent development systems and institutions responding in kind, especially the community colleges which are the primary suppliers of this middle skill talent, then the demand in the region will not be met over the next five years. Local residents need the skills to access well-paying jobs and careers, while improving the ability of businesses to have access to a reliable pipeline of qualified talent.

The implications in the report provide a compelling reason to remove the barrier to college completion due to homelessness. Ensuring that we end homelessness among community college students will result in economic gains that benefit students as well as spur economic growth for the region, state, and country.



## Our Approach to Addressing Student Homelessness:

LARB is a program unlike any other. We are the solution to breaking the cycle of homelessness among students in pursuit of higher education. We exist to ensure that Los Angeles County community college students realize the promise of postsecondary education by providing comprehensive, affordable, and low-cost supportive transitional housing. LARB seeks to guarantee housing for a period of 24-months or until a period of time in which student residents are fully ready to transition into a more permanent housing accommodation.

LARB will pay the full cost of the student residents' rent for a fixed period of time, followed by rental subsidies to support the student residents' rental payment. The rental subsidy provided each month will not change so long as the student is enrolled in college and is matriculating in their program of study. LARB's housing development strategy will include the rehabilitation of multi-family and multi-unit buildings in neighborhoods that are in close proximity to both LA County's community college campuses and Metro Rail & Busways. Students facing homelessness are, in many cases, unable to own a vehicle, making access to public transit critical.

LARB seeks to promote the use of public transportation among our student residents as a means of commuting to their respective campuses with ease. This also ensures travel to work, internships, doctor's visits, and other vital amenities and services are accessible without challenge. As a byproduct, we reduce the carbon footprint of our program and reduce congestion on already overcrowded LA roads and highways. Additionally, close proximity to campus promotes physical wellness as students may elect to walk or bike to campus. In this regard, LARB's objectives are aligned with the state's Affordable Housing and Sustainable Communities Program.

LARB is concerned with the health and wellness of our student residents. In addition to promoting the utilization of health and wellness resources on their respective campuses and within the city/county, LARB seeks to infuse health & wellness into our residential learning communities. We realize the schooling and work demands of our students may preclude them from accessing these services on-campus or in the community, so we will infuse wellness into the programming and services offered on-site.



## Case Management that Empowers

LARB will be more than just a collection of apartment buildings, it will be a living and learning community that fosters growth and self-sufficient independent living. We understand that simply providing housing to homeless students—while critical to breaking the cycle of homelessness—falls short of our desire to set students up for success. Our staff of Community Directors will be instrumental to ensuring student success. Community Directors (case managers) will coordinate wrap-around services for our student residents that directly address their basic needs. Our prospective student residents will partner with Community Directors in co-creating a personalized development plan (PDP) that outlines what supportive services they need in order to resolve their contemporaneous housing exigency.

Additionally, LARB staff will assess student residents to make a determination on how best to equip student residents with tools and resources to care for their mental, emotional, and physical wellness. This assessment includes identifying which local, city, or county services partners to refer student residents to in order to meet their needs and to determine which intervention strategies our staff will employ in order to promote student resident recovery and growth.

Although LARB's Community Director staff will facilitate and coordinate these services for our prospective student-residents, we aim to empower them to collaborate with us in the implementation of their PDP. It will include life and social skills development, job placement and career readiness, financial literacy, holistic wellness, and more. Finally, LARB understands the intersectional nature of housing & food insecurity. As such, in addition to providing housing, our student residents will have access to sustainable food resources.



# WHO WE WILL SERVE

## LOS ANGELES ROOM & BOARD

LARB understands the intersectional way in which homelessness impacts community college students. The compounding impact of homelessness affects those that are already pushed out and marginalized, with Los Angelenos of color — especially Black men and women — disproportionately at-risk and experiencing its harmful effects.

### TRANSITION-AGE FOSTER YOUTH

**38%**

of all children in foster care in California reside in Los Angeles County

**50%**

of all young adults who age out of foster care end up homeless or incarcerated

**3%**

of all foster care youth wind up graduating from college

### GROUPS DISPROPORTIONATELY AFFECTED BY FOOD AND HOUSING INSECURITY, AND HOMELESSNESS



#### Food Insecurity

- African Americans
- Native Americans
- More than one race
- Ever in foster care
- Divorced/widowed



#### Housing Insecurity

- African Americans
- Native Americans
- More than one race
- Over 25 years old
- Divorced/widowed
- Have children



#### Homelessness

- African Americans
- Native Americans
- Ever in foster care
- Divorced/widowed

### LOS ANGELES COMMUNITY COLLEGE DISTRICT ENROLLMENT

	City	East	Harbor	Mission	Pierce	Southwest	Tradetech	Valley	West	Total
<b>2016 Enrollment</b>	16,367	28,797	9,157	10,244	20,335	6,592	13,892	17,844	11,117	134,345
	12.2%	21.4%	6.8%	7.6%	15.1%	4.9%	10.3%	13.3%	8.3%	

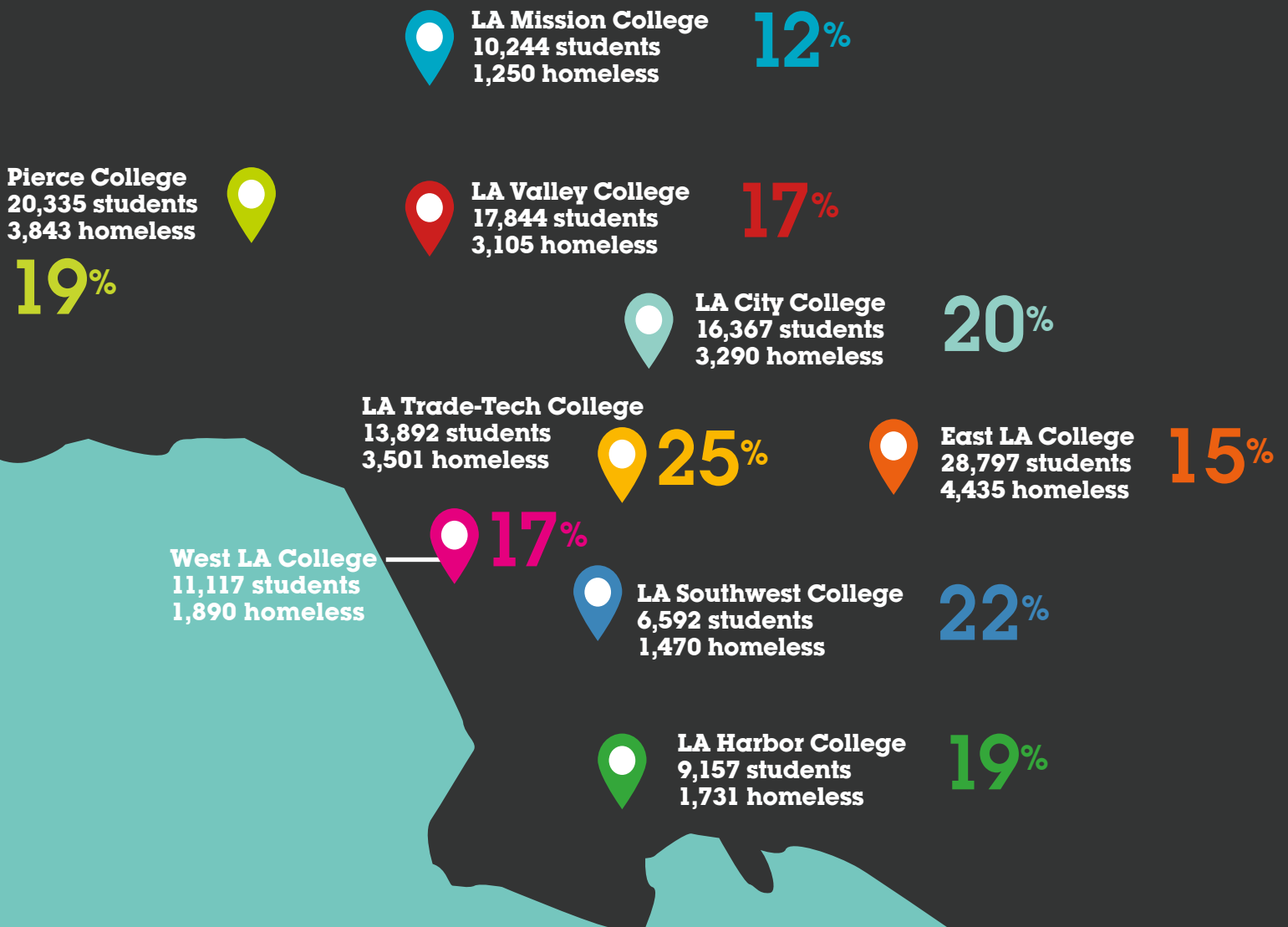
Source: 1.<https://www.laccd.edu/documents/newsdocuments/laccd-hope-lab-survey-results.pdf>

2. <https://kids-alliance.org/facts-stats/>

# Approximately 1 in 5 Los Angeles community college students is homeless.

*This map shows the estimated number of homeless students in the Los Angeles Community College District, based on a 2016 survey of a sampling of students*

## PERCENTAGE OF HOMELESS COMMUNITY COLLEGE STUDENTS IN LOS ANGELES COUNTY



“...it means that every child, no matter where you are born, should have access to a college or trade-school education if they so choose it, and I think no person should be homeless if we can have public structures and public policy to allow for people to have homes and food and lead a dignified life in the United States.”

— **Alexandria Ocasio Cortez**

*U.S. Representative for New York's  
14th congressional district*

# Living-Learning Community and Student Outcomes

## Success Lives Here.

Our residential education and living learning community program will promote persistence, retention, and completion from their associate's, certificate, and bachelor's degree programs. Our "*Success Lives Here*" initiative will be executed through our Living Learning Community model which emphasizes Interpersonal Leadership, Scholarship, and Service to Community.

LARB's residential communities will be managed and led by Community Directors, who are student affairs professionals with experience in university housing & residence life settings. These professionals have educational training in Counseling and/or Student Development Theory and are uniquely skilled at navigating students through their college experience and equipping them with tools to ensure their continued success, both inside and outside of the classroom.

Our residential education program focuses on building skills for academic success through programming and interventions such as tutoring, academic mentoring, academic advising, test preparation, and building academic confidence. Additionally, our residential education program challenges student residents to build life skills such as financial literacy, career planning and readiness, and interpersonal leadership. LARB will partner with the local community colleges in close proximity to our residential facilities to ensure that our student residents are also taking full advantage of student services offered at their campus.

### **Interpersonal Leadership**

Informed by Robert Kegan's theory of self-authorship, student residents will engage in intentional & outcomes based life-skills programming designed to build self-sufficiency, self-efficacy, and interpersonal leadership. Our programming and activities will include the following workshops and more:

- Financial Literacy
- Personal Budgeting
- Career Planning
- Interview & Resume Building Skills
- Personal Goal Setting
- Leadership Weekend Retreat
- Meet The Professionals

### **Scholarship**

Student residents will take advantage of activities and workshops that are designed to build academic confidence as well as strengthen hard skills in specific content areas such as Math and English. These types of programming and activities include:

- Academic Mentorship
- Tutoring
- Study Skills
- Test Prep and Overcoming Test Anxiety
- Academic Goal Setting and Resilience

In addition to our academic programming, the facility will feature a computer lab and study lounge where students can study in group format or in a quiet corner. Workstations will be available with printing stations for the residents convenience.

### **Service to Community**

Building upon Tinto's model of engagement and persistence, students will participate in service to their peer-neighbors. These events are primarily social and exist to foster relationship building among the students living in the community. The byproduct to positive community is a greater sense of belonging, a space in which residents feel accountable to one another's safety, and developing positive community relationships. Additionally, resident will engage in service to the local community in partnership with area service organizations. These types of programming and activities include:

- Game Night /Movie Night
- Community Dinner
- Holiday Celebrations
- Cultural Celebrations
- Volunteering & Service Learning

# Los Angeles Room & Board Learning Outcomes

At LARB, we know that student learning is co-curricular. We believe that an important component of this learning takes place in the context of their living environment. Our four domains: Building Healthy Relationships, Critical Thinking & Decision Making, Self Efficacy & Independence, and Celebration of Diverse Perspectives, and the connected learning outcomes describe the objectives we hope to accomplish through the programs and services offered by LARB. These learning outcomes are intended to complement the instruction that takes place on our student resident's respective campuses.

## Domain 1: Building Healthy Relationships

This domain recognizes the critical role of community membership in the pursuit of establishing healthy relationships. As such, we encourage students to consider the impact of their actions on others and how their behaviors influence the community to which our student residents belong.

Learning Outcomes:

- Connect to and participate in community events within the facility.
- Communicate and cooperate to determine core values that will help foster a healthy community.

## Domain 2: Critical Thinking & Decision Making

This domain realizes our increasingly interdependent world and the need for students to be able to reconcile difficulty and complexity between their view of the world and their choices. We challenge student residents to consider the choices they make and how they determine which set of choices they'll make into their future.

Learning Outcomes:

- Integrate insights gained from their coursework into their personal lives and within the LARB community.
- Understand and articulate their worldviews, and work toward harmony between these and their actions.

## Domain 3: Self Efficacy and Independence

This domain focuses on students' ability to interact with others and with the greater community, equipping them to seek out resources and relationships that will create deeper understanding in their lives.

Learning Outcomes:

- Empower student residents to advocate for themselves
- Encourage student residents to enrich their personal lives by taking advantage of their campus and community resources.
- Connect their learned skills to their individual life and career goals.

## Domain 4: Celebration of Diverse Perspectives

LARB embraces the diversity of all who live within our community. In this domain, from a social justice perspective, we work to reduce oppression and building bridges of understanding. LARB promotes meaningful engagement in and among our community while encouraging each student to understand his/her/their own culture.

Learning Outcomes:

- Engage with multiple perspectives on multiculturalism.
- Gain knowledge of other cultures, empathy toward others, and personal cultural identity (cultural competence).

# Measuring Our Impact



**What sets LARB apart is our dual focus on lifting community college students out of homelessness and our commitment to setting our students up for success in their academic pursuits.**

To be certain that our students are succeeding academically and that they matriculate each year in their academic programs, student residents will be assessed upon entering and exiting our program. LARB will conduct qualitative and quantitative research, including surveys, focus groups, individual interviews, and other quantitative methods to gauge the effectiveness of our services to our partners, stakeholders, and most importantly, our students.

On one hand, our assessment plans will measure how our student residents perform across the following critical student success indicators: 1) Grade Point Average (GPA); 2) Retention/Persistence rates; 3) Graduation/Transfer rates.

**Retention rate** is the percentage of a school's first-time, first-year undergraduate students who continue at that school the next year. For example, a student who studies full-time in the fall semester and keeps on studying in the program in the next fall semester is counted in this rate.

**Graduation rate** is the percentage of a school's first-time, first-year undergraduate students who complete their program within 150% of the published time for the program. For example, for a four-year degree program, entering students who complete within six years are counted as graduates.

**Transfer rate** is the percentage of a school's first-time, first-year undergraduate students who transfer to another college within 150% of the published time for the program. For example, a student who is in a four-year degree program is counted as a transfer if the student goes to another college within six years.

On the other hand, we will assess our student residents readiness for self-sufficient living and their readiness to transition into permanent housing. This assessment will be consistent with industry standards on effectively moving youth through transitional housing programs.

“There is a lot that happens around the world we cannot control. We cannot stop earthquakes, we cannot prevent droughts, and we cannot prevent all conflict, but when we know where the hungry, the homeless and the sick exist, then we can help.”

— **Jan Schakowsky**

*U.S. Representative for Illinois's  
9th congressional district*



# HOW WE GET THERE

## MARKET AND STRATEGY

### Target Market

LARB is well-situated to impact our target market. The data on homeless community college students suggest that the demand for housing for this demographic far exceeds the supply. Los Angeles Community College District and the statewide California Community College system released reports that indicate one-third of their students are facing homelessness. In LACCD's service area, this means that there are over 20,000 students facing housing insecurity and homelessness.

### Current Market

Although there are a great number of service providers in Los Angeles county supporting homeless youth and individuals, very few target homeless community college students. There are less than four agencies providing targeted services to homeless community college students. One of them, Jovenes, Inc., is targeting the East Los Angeles area and is also focused on college success.

### Marketing Strategy

LARB will market our program to student services professionals at local community colleges within Los Angeles county. These institutional partners will be central in marketing our housing resource to students on their campuses that demonstrate a need for our services. In partnership with student services professionals, we will establish a pipeline of prospective student residents so that occupancy in our residential community remains high. In addition to establishing relationships with our institutional partners at local community colleges, LARB will also establish partnerships with other agencies focused on supporting at-risk homeless youth. LARB will be connected to Los Angeles County's homelessness service provider network, which will allow us to intake prospective student residents based upon referrals from County offices.

### LARB will:

- Spread the word about LARB by coordinating with other homeless services partners
- Connect with community outreach programs
- Market our service online via a robust web presence
- Utilize newsletters and press releases and other print media
- Make effective use of social media platforms (Facebook, Instagram, YouTube, etc.)
- Organize events, galas, and fundraisers with the aim of creating awareness and to promote our services

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## FINANCING

### Development Model

During LARB's startup phase, LARB plans to identify a housing developer partner to oversee the acquisition and rehabilitation of the selected properties. This approach will permit LARB to:

1. Leverage the expertise of an experienced developer to ensure the development process is not only executed efficiently but also take advantage of all public funding to appropriately minimize or eliminate the operating debt;
2. Exert the optimal amount of time focusing on its internal knowledge of providing and building the essential programming services to support community college students in Los Angeles; and
3. Devote time to implementing a successful capital campaign to support program and operating costs.

## Strategy for Acquisition

Rehabilitation, rather than new development, will be the vehicle for LARB's housing development due to the litigious and costly nature of new development in Los Angeles. In today's development landscape, new projects become victims of the weaponization of the California Environmental Quality Act (CEQA). For example, in a 2016 study by Holland & Knight, the law firm revealed that about 14,000 housing units were target of CEQA lawsuits in Southern California from 2013 to 2015. Aside from costly litigation, the typical costs of preparing an environmental impact report ranges from \$200,000 to more than \$1 million. According to the Turner Center at UC Berkeley, the cost of building a 100-unit affordable project increased from \$265,000 per unit in 2000 to almost \$425,000 by 2016.

These costs are example of the prohibitive barriers present with the new development approach. Relying on existing multi-family housing, LARB is able to take advantage of exceptions to CEQA, avoiding the litigation costs, and minimizing the development costs associated with new construction.

The target area for acquisitions is LACCD's service area, covering more than 882 square miles. LARB seeks to locate properties within a five to seven mile radius of a community college, and ideally transit-oriented to promote use of public transit. LARB would work with its development partner to build a list of potential properties for acquisition based on: location, building size, and physical condition that does not require a major rehabilitation. The potential cost for development will be evaluated on a building-by-building basis and used as a determining factor in its viability for acquisition.

## Development Financing

LARB anticipates that its development partner will take the lead in identifying and securing the funding necessary to support the development budget, and utilizing the non-profit status of LARB as needed to obtain any funding sources that are contingent upon such participation. Due to the nature of the limited operational income to the project, subsidized and grant funding mechanisms will be necessary. However, during its initial years of operation LARB anticipates contributions by investors being necessary to help cover any financing gaps in the development budget as the established sources of development funding for supportive housing are not made available to start-up organizations. The eventual goal, after LARB's initial three years of operations, is to lessen its reliance on investors by diversifying the development funding to include these local, state and federal government sources dedicated to support established non-profits.

LARB's development partner will maintain ownership of the property and enter into a long-term lease with LARB, with the expectation that LARB will purchase the property at the end of the lease term with funds raised from a capital campaign. Planning for the capital campaign will commence upon confirmation of the acquisition property.

## Facility and Programmatic Costs

It is anticipated the annual costs, which include facility and programmatic expenses, will be around \$550,000 (the "Costs"). LARB will launch a fundraising campaign, reaching out to individuals, investors and foundations, to raise funds to support the Costs. It is LARB's immediate goal to raise enough funds to support two years of operation. After the first couple years of operation, LARB will diversify funding sources with federal, state, and local funding for establish non-profits like funds from the Los Angeles Homeless Services Authority, Housing and Community Development and from programs like the Affordable Housing Sustainable Communities Program and Community Development Block Grant. LARB will also continue its fundraising campaign to support its first facility, but also pave the way to scale out and establish more facilities to support LA County community colleges.

# Getting there together.

The Los Angeles Room & Board  
Knowledge Community and Support System



## **Sam Prater, EdD**

Born and raised in Detroit, MI. Sam is the 12th born of 14 children. After dropping out of high school and attending community college, Sam went on to earn his bachelor's degree at Central Michigan University (FireUp Chips!), a master's degree from Fordham University (Go Rams!), and his doctorate in Educational Leadership and Policy from California State University, Northridge (Go Matadors!).

With nearly 13 years of experience in higher education as a student affairs practitioner, most of his career has been built in Housing & Residential Education. Sam is passionate about fostering student success in the context of housing and has developed a keen sense of the critically important growth & development that occurs at the intersection of living in communities where students also learn.

Sam currently works within the Dean of Students office at California State University, Los Angeles where he manages the campus's SB-85 Basic Needs Initiatives (Housing & Food Insecurity and Emergency Needs Grants) as well as providing wrap-around services (health & wellness, academic, and emotional support) to students.



## **Andrés Cantero, Jr, Esq.**

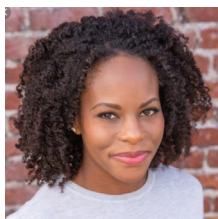
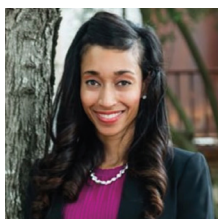
Andrés is a graduate of Stanford University, where he received a Bachelor of Arts in History (with a focus on law). Andrés later went on to graduate from USC Gould School of Law, graduating under the Order of Areté, the highest honor awarded to graduate students.

Andrés is currently a Real Estate Associate for the Los Angeles office of Kirkland and Ellis LLP, where he represents institutional investors, owners and developers in acquisitions, dispositions, financings and joint ventures.

Prior to Kirkland, Andrés was a Real Estate, Land Use and Natural Resources Associate for the San Francisco and Los Angeles offices of Sheppard Mullin Richter & Hampton LLP where he represented developers in the entitlement of mixed-use, hotel, and residential projects. During Andrés' tenure as an attorney, Andrés has worked on affordable housing legislation and representation of clients on various state and local development laws and regulations geared to promote the development of affordable housing.

# Getting there together.

The Los Angeles Room & Board  
Knowledge Community and Support System



## Top Row (from L to R):

Mr. Tony Weaver | Vice President of Supportive Housing Programs | St. Anne's

Mr. Steve Houck | Chief Executive Officer | Virtual Power Systems

Ms. Tiffany Sims | Project Manager of Finance and Development | Telesis Corporation

Mr. Demontea Thompson | Co-Founder | Twinspire

Mr. Matthew Soto | Senior Coordinator for Student Success | California State University, Northridge

Dr. Tiffany Jones | Director of Education Policy | The Education Trust

## Middle Row (from L to R):

Dr. Corneil Montgomery | Senior Vice President of Corporate Social Responsibility | Bank of the West

Mr. James Alva | Senior Vice President for Community Development | CitiBank

Ms. Autumn Blanchard | Director of Marketing and Communications | Southern Education Foundation

Mr. Jason Cooper | Division Manager | City of Cincinnati

Ms. Kelly Carter, Esq. | Tax Manager | CIBC Bank

Mr. Joseph Ujobai | CEO | Alternative Investment Exchange (AIX)

## Bottom Row (from L to R):

Dr. Tony Emerson Zetina | Grants Strategist | California Community Foundation

Mr. James Hunt | CEO | Celebrity Credit Guru

Mrs. Aishatu Yusuf | Project Director | Impact Justice

Mr. Justin Washington | Software QA Engineer | SnapChat

Mr. Shawn Hill | Real Estate Broker | Berkshire Hathaway Home Services

Dr. Shaun Harper | Executive Director of USC Race & Equity Center and Provost Professor | University of Southern California

**Not Pictured:** Dr. Nadine Kelley | Associate Director of Housing Business Operations | California State University, Los Angeles



**[www.larnb.org](http://www.larnb.org)**

818.928.5209

[samprater@larnb.org](mailto:samprater@larnb.org)

106 N. 3rd Street

Alhambra, CA 91801