Woodbury University School of Architecture  
Practice 1 - The Contemporary Architecture Profession  
ARCH 620

**Semester:** Fall 2016

**Instructor(s):** We were a team of three, with diverse backgrounds bringing a wide range of experience to the classroom.

- Michael Pinto, AIA - Principal, NAC Architecture, Los Angeles  
- Kishani De Silva - 2A + D Management Services  
- Catherine Roussel, AIA - Career and Outreach Coordinator/Architect Licensing Advisor, Woodbury School of Architecture

**Abbreviated Course Syllabus:**

**Issue-based / Mission-driven Practice**

We aspire to make a difference in the world through architectural practice. Focusing on a mission-based or issue-based approach, the course illuminated mission-driven firms and the value they bring to architectural practice.

We explored how to develop an issue-based focus or approach based on the numerous issues that we can and must consider as we prepare for the future of architectural practice. We surveyed a range of global issues and trends, and discussed how particular topics can be addressed within a firm’s ethos.

To meaningfully address the potential of this approach, we discussed and viewed elements in practice from codes to contracts, management, mission and entrepreneurship, through an issue close to home--L.A.’s housing and homelessness crisis.

We asked students to research and create a tangible product—an Initiative, on how we can ameliorate the problem as it exists today, and look at this issue through the lens of sustainability. Various metrics for sustainability were presented via experts in the field. The Living Building Challenge, the 2030 Palette, LEED, as well as current thinking and approaches in the energy efficiency modeling space were presented and discussed via q/a. Also addressed were policies, both in regards energy and housing. The knowledge was disseminated via individuals and two specific panels—one dedicated solely to sustainability.

The course was structured such that the instructor team delivered content during the first hour to hour and half of class while the guest speaker/s/panel was scheduled for the second half.

**Class Meetings and Guest Speakers**

**Week 2**

After our first introductory class, the first guest speaker was Anne Zimmerman, architect and guest faculty at Woodbury, who led a discussion on homelessness and empathy, asking each student to reflect on how they felt about the homeless situation in Los Angeles. We all feel something, and perhaps the motivation to do something to address the problem reinforced the value of driving practice via a focused mission.

**Week 3**

Tim Kohut, AIA with Green Dinosaur, spoke about his work as a green building consultant, the challenge of keeping up with evolving building codes and striving to achieve net zero energy to meet the 2030 Challenge. The need for this expertise, and the inability of firms to keep up with changing codes or energy modeling, points to an opportunity and a problem in practice, as well as a challenge for educators to prepare students for this level of expertise in building performance.
Week 4
Geoff Kees Thompson, author of the City’s Comprehensive Homeless Strategy, presented the report which included 60 policy and funding recommendations, and discussed perhaps more importantly, the factors that led to the unanimous adoption of it. A confluence of factors, including the overwhelming scale of the problem, i.e. the number of homeless (estimated at approximately 40,000 in the Los Angeles metropolitan area), the demographics, the need to provide services as well as housing, and the need for coordination among stakeholders, aggravated by a severe housing shortage in the region, and other political factors led to the adoption of ’14 Guiding Principals'.

Week 5
Alan Loomis of the City of Glendale discussed housing typologies. Glendale has promoted significant housing development through increasing density at the city core, coupled with a longer-term transit plan. The development, however, reflects the current trend of more investment in market-rate or higher end units, revitalizing the downtown but not substantially increasing the supply of affordable housing.

Week 6
We addressed green building through our first panel discussion. Justin Di Palo from the Living Building Challenge (also previously with Glumac), Jessie Buckmaster with Hathaway Dinwiddie Construction Company (she is also with LBC) and Wayne Aldridge with VCA Green comprised the panel. The vision, complexity and value of LBC and the Petals framework were presented and discussed via built projects. Also, challenges in the training of building inspectors to keep up with new code requirement, so that even though designed to net zero energy standards, projects sometimes not being built to these standards and the challenges posed were discussed. Green building codes, Title 24 and the Energy Use Index (EUI) as a metric were discussed. Key Case studies presented were the Bullitt Center, Seattle and Glumac's Los Angeles offices. Performance based design, passive cooling, heat recapture, building automation, designing beyond compliance and building to net positive standards were presented and discussed.

Week 7
We were thrilled to welcome Anthony Guida, Program Manager for Architecture 2030 to the class. He presented his perspective as an educator, not at first embracing a focus on the environment, but eventually coming to realize its central importance. He provided an overview of the Architecture 2030 Initiative and the design tool--the 2030 Palette, as well as the countdown to 2030 were discussed. He underlined the scale of the impact that California could have as a leader in 2030 policy and codes.

Week 8
A core construct of the course is getting to licensure and its importance for our industry as a whole. Our guest speaker, Martin Smith, from NCARB spoke about this importance, and engaged students in a discussion about why they would want to become licensed and how to navigate the various national and local bodies when on a path to licensure.

Week 9
Our second panel highlighted different scales of practice with Ric Abramson, sole proprietor, Lise Bornstein, Principal, Killefer Flammang Architects, and Drake Dillard, Senior Project Manager, Perkins + Will speaking of their career paths in small, medium and large firms. While Ric and Lise spoke of their work in housing development and affordable housing, Drake spoke of the unexpected opportunities he has had in his career to work on significant health care projects in the US and abroad.

Week 10
The importance of marketing in practice was brought home by architectural graduate Sigita Moran, current Marketing Director, Ehrlich, Yanai, Rhee, Chaney (EYRC). She spoke about competing for projects, the decision making process involved when deciding whether or not to compete for a project, and what it takes to win a project commission. Getting work is key to success and remaining relevant in practice. This is an important part of our course in terms of the discussion of ultimately starting one's own practice, the mission behind it, and the importance of the business aspects of practice.

Week 11 – Project Financing
Lecture only, no guest speaker. Instructor team presented content.
**Week 12**
Simon Ha, AIA, Partner and Urban Mixed-Use Practice Leader with Steinberg in Los Angeles, reported on the Habitat III conference in Quito, Ecuador, from which he had just returned. A member of the AIA delegation, he spoke of the AIA’s participation and of the New Urban Agenda, adopted at the conference. The core idea of the class was reinforced by how architects aspire to make the world a better place one building at a time, but how we also have a role in influencing the environment on a broader scale. The Urban Agenda sets a goal of adequate housing on a global scale. Simon discussed how this can be done by "readdressing the way cities are planned, designed, financed, developed, governed and managed.” He is also current chair of the AIA Housing Knowledge Committee.

**Week 13**
This week was dedicated to policy and government. Ashley Atkinson, Senior Planning and Development Officer and Liz Crosson, Water Policy Advisor, both from the L.A. Mayor's office presented on the housing agenda and drought resiliency, as well as current works and strategies underway from their Office in addressing these issues. Also discussed were governance structures, how are decisions about public infrastructure--especially as it relates to the environment, made in the public's interest; Measures JJJ, and HHH--the $1.2B bond measure to assist with homelessness that had just passed in the November ballot were discussed.

**Week 14** - no class due to studio finals.

**Week 15**
In the final class, students presented their initiatives, discussed below. In addition, our guest critics included Woodbury graduates Jennifer Pope, policy analyst with the City of LA, and Daniel Spilman of NAC Architecture, as well as Demetri Darmos, our guest presenter who is a housing developer in West Hollywood and also a Woodbury graduate of the Master of Science in Real Estate for Architects. His story of a project that was held up by opposition to development was a fitting end to the semester. He recounted the challenges involved in getting a stakeholder group to agree to the density and the difficult lessons learned. A key to moving the project forward came at the cost of reducing the project scale and eliminating the affordable units in the project. While the scale was appropriate for the community, the incentives for affordable housing which encouraged density were objected to by the community.

**Local meetings**
In addition to class, students were required to attend a local meeting on a relevant topic. This highlights the activism and attention given to these topics of homelessness, housing and to green building. Here are some of the meetings students attended. They then reported to the class on what they learned:

- House LA, Building Industry Association (BIA) **Aug. 26**
- AIA Pasadena, Addressing Homelessness and Affordable Housing, **Sept. 9**
- ALA/LA Tours: La Kretz Innovation Campus, **Sept. 13**
- Mayor’s Cup Sept. Meeting*
- Westside Urban Forum, “Confronting the Shame of Los Angeles” on homelessness, **Sept. 16**
- DTLA 2040 Open Studio, **Oct. 3-8** hosted by ReCode LA
- Green Build, US Green Building Council, **Oct. 5-6**
- NOMA Conference, Oct. 12-15
- City of Los Angeles “Planning Field Day” **Oct. 15**
- AIACC Now Next Future on Technology, Oct 28

**Mayor’s Cup**

Los Angeles Mayor Eric Garcetti developed the inaugural Mayor’s Cup competition providing full and part-time local college students, faculty and staff members the opportunity to explore innovative solutions to local civic challenges. The competition focused on civic engagement and the local economy. Topics specified by the city included beautification of City Assets and Public Property, what we can do with vacant, blighted and city-owned
properties, and how we can build and preserve more affordable housing including incentivizing public and private investors. The topics related to the local economy included connecting everyday small businesses to professional services and growth opportunities as well as growing the entrepreneurial ecosystem in LA to increase employment and provide skills to local workers. Winners of the Mayor’s Cup receive $25,000 and the opportunity to work with City Hall for eight weeks to develop their idea.

Though the dates did not quite align with the semester, one team from the Practice 1 class submitted a proposal and advanced to the semi-finals where they presented their “pitch” on modular housing to a group of judges on November 2. Though they did not win, their participation demonstrated a way that an initiative can be advanced through civic engagement.

Class initiatives

Students were asked to propose an initiative and build a case to support it, including financial support and feasibility as an actionable plan with measurable outcomes. We had six teams of 3-4 members. Some proposed strategies for making use of vacant lots (from the Mayor’s Cup brief), some proposed use of existing buildings, to provide housing and support programs, one team proposed modular housing – they entered a proposal to the Mayor’s Cup competition, and one team proposed a community center while another included urban agriculture as a way to heal homeless veterans, also making use of vacant lots in the city. The most amusing proposal, in response to NIMBYism is a celebrity challenge to take homeless into the homes of some of the most wealthy actors of Hollywood fame. Selected projects are attached: WNIMBY(the 'Why not...' media campaign, celebrity challenge and housing towers), Homestead (modular housing and gardening), Land Gesellschaft, Green Doors (providing supportive services, adaptive reuse, and net zero building standards). Please see the attached student work.

Conclusion

We hope to teach students ethical and professional responsibility through this class while providing them with insight and tools to practice architecture in a 21st century context. Taking on the housing crisis and homelessness together with the 2030 Initiative, and using the Mayor's cup as the design brief, we examined how housing, sustainability and policy are inextricably linked. Our focus was also on local issues of relevance, so students could learn from the current public debate locally, although applicable to many other cities where the cost of living has increased to unprecedented levels. We examined many contributing factors, such as, NIMBYism, that one team specifically addressed in their “initiative”, to zoning that promotes growth but favors market rate construction, to incentives for affordable housing that in fact don’t work because they increase density to a scale that is unacceptable for neighbors and existing densities. An “initiative” is intended to take on such barriers to responsible practice.

In spite of State legislation that mandates 2030 goals, it is clear that we still have many barriers to overcome that architects have a role in addressing. We also show that the professional practice class is a place in which these critical issues can be productively discussed. Through this class, the instructor team worked to define practice as a responsibility. Students were challenged to consider ethics through the lens of sustainability and a range of issues as a driver of their emergent careers. The 2030 challenge must be addressed in building systems courses as well as the design studios. Professional Practice courses can and should support other avenues of academic work, or in the absence of a broader curricular thread, can stand alone as a driver of principled architecture in education.
With seasonal programs of agriculture and ecology, families and workers grow the freshest sustenance and revive natural habitats, as well as learn responsible and self-sustaining practices.

1- Turning vacant parking lots in Los Angeles into community gardens.
2- Hollywood and Highland (applicable to other empty lots).
3- Sustenance and revival.
4- Self-sustaining practices.
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3- Sustenance and revival.
4- Self-sustaining practices.
Our proposal is to build local agricultural centers in vacant lots located in all neighborhoods of Los Angeles.
AFNAN ALJARBOU

Afnan supervises the direction and day-to-day operations of a four-member staff and has primary responsibility for vision and planning, fundraising, program direction, financial and staff management, public relations and staff support of LandGesellschaft Board of Directors.

EMILY ADLER

Emily began sharing her gardening knowledge in New York at the Tweefontein Farm in upstate New York. She also managed design for Union Square Market. After graduating from SUNY New Paltz, she began pursuing her dream of combining farming with social justice in her work at LandGesellschaft, committed to accessibility, inclusion, and the farm as a space for community justice and healing. She is also a hardcore flower nerd.

SHAYER RAHMAN

Shayer has been a nonprofit fundraiser since 2003, working for a variety of organizations dedicated to the social good, including the Prospect Park Alliance in Brooklyn, NY and the Rockwood Leadership Institute in Berkeley, CA. Shayer is a deeply committed social justice advocate and environmentalist. He is extremely excited to be a part of the team at LandGesellschaft.

ERIC EAKEN

Eric came to us from Boston where he ran a local gardening business. His passion for growing food grew while participating in the apprenticeship program at Green Gulch Farm and Zen Center. Eric also brings his experience working with homelessness in Boston where he set up a job program and assisted in efforts to create and maintain a tent city.
STRENGTHS:
1- Reviving natural habitats.
2- Learning self sustaining practices.
3- Offer a therapeutic activity for those in economic and social distress.

WEAKNESSES:
1- Financial gain.
2- Lack of participation.
3- Lack of water.

OPPORTUNITIES:
1- The weather.
2- Social interaction.
3- Local nutritional food.
Employment for low income families.

THREATS:
1- Poor soil quality.
2- Lack of water.
3- Funding.
4- Natural disaster.

$85,965 = TOTAL COST IN FUEL SAVED IF VENDORS PRODUCED AT HOLLYWOOD GROUND
Spring  
basil, beans, beets, carrots, chives, cilantro, corn, cucumber, dill, egg plant, green bunching onions, lettuce, onion, parsley, parsnip, peas, peppers, radish, spinach, strawberries, squash, sunflower, swiss chard, tomatoes, thyme

Summer  
beans, chives, corn, cucumber, egg plant, green bunching onions, hot peppers, parley, pumpkin (mini), radish, squash, sweet peppers, swiss chard, tomatoes, thyme, watermelon (baby fruiting)

Autumn  
artichoke, beets, broccoli, brussels sprouts, cabbage, carrots, cauliflower, celery, chives, cilantro, collards, dill, endive, fava beans, garlic, kale, lettuce, onion, parsley, parsnip, peas, radish, swiss chard, thyme

Winter  
artichoke, beets, blueberries, broccoli, brussels sprouts, cabbage, carrots, cauliflower, chives, cilantro, collards, dill, fava beans, garlic, kale, lettuce, onion, parsley, parsnip, peas, radish, spinach, swiss chard

Farm Equipment

Pick Up truck
Utility Vehicle/Compact Tractor
Manur Spreader
Fencing
Handcarts
Composter
Hand Tools
Electric Tools
Reemay
Tiller
Watering Device
Funding and Financing

* Organic Farming Research Organization

- **25%** Research Organizations
- **25%** CSA Farm Sharing
- **30%** City of Los Angeles
- **20%** Non-Profit
Community gardens provide the opportunity for those in need to find a new direction.

Working in the gardens will not only provide income to those who are recovering from homelessness but also, will proved everyone involved with a sense of community and personal agency.

The project seeks to integrate those in need back into the community with a prideful contact with residents and fellow farmhands.
LAND.GESELLSSCHAFT
A LAND COMMUNITY

AFNAN ALJARBOU
EMILY ADLER
ERIC Eaken
SHAYER RAHMAN
Green Doors
Joann Chan
Rabi Aldaylami
Sara Noei
Rodrigo Velasquez
Introduction

Due to the lack of housing, population growth, income growth, rapid urbanization, now there is a higher demand for affordable housing.

Green Doors was developed to serve people with modest means. By doing so, we repurpose abandoned or unused buildings, reuse or recycle building materials, and rely on passive systems for zero-net energy consumption to create affordable housing.
Mission Statement

To provide a more caring, and environmentally sustainable city, where each person has a home in which to live and thrive with dignity.
Personal information

- Joann Chan - M.Arch Student
- Rabi Aldaylami - M.Arch Student
- Sara Noei – Interior Arch Student
- Rodrigo Velasquez - M.Arch Student
Objectives

To provide a positive neighborhood impact

- Short-term goals: Provide housing to those struggling to make ends meet live in neighborhoods with lack of adequate housing and community resources.
- Medium-term goals: Expect to serve 2000 residents in all of the affordable housing projects
- Long term goals: To revitalize neighborhoods with a positive physical, social and economic change and reduce the cities homeless to less than 20%
Toy Factory Lofts - Linear City Development
Rosslyn Lofts- SRO Housing Corporation
Since we are a much smaller firm, our competitors will be the larger firms since the larger firms have more capital to work with.

Our competitive edge over larger companies is how we can implement each projects with net-zero energy consumption that are profitable since they self-sustain.
Organization Plan

- Legal Structure- Non-profit
- Ownership Structure- City property or old unused buildings
- The equipment, tools, and resources required for effective practice- Net-zero energy plan, LEED certificate,
- Technology- Computer, Autodesk software
Production Plan

- Take advantage of our adaptive reuse ordinance (allowed developers to bypass some modern building codes that, if enforced, would have made it practically impossible to convert historic structures.)
- Help needed-
  - Someone to help secure financing
  - LEED certified architects and junior designers
  - Net Zero Energy design specialist
  - Specialized contractors with experience installing plumbing, electrical and mechanical infrastructure in old buildings
Financial information

- Low-Income Housing 9% Tax Credits
- Community Development Block Grant
- Private construction and permanent loans (Conventional)
- Foundation grants, private gifts, and donations
- State Multi Housing Program loan (MHP)
- City of Industry loans
The Homestead
Cooperative Housing Project
The Issue

Density Los Angeles: 3,233 people / sq.km
Density Tokyo: 15,044 people / sq.km

116,000 Homeless residents in California - by far the most of any state
47,000 Homeless residents in Los Angeles - 33,000 unsheltered
Over 500,000 affordable units needed in LA
Introduction

• The Homestead is a cooperative housing community
• For homeless seeking to transition away from living on the streets
• Residents can participate in programs like farming and selling produce in exchange for housing
• Implemented in public vacant lots
• Prefabricated housing components
Mission Statement

The Homestead is a not for profit organization seeking to bring an alternative living experience of cooperation and collaboration to the homeless community in Los Angeles.
Objectives

• Short Term
  – Fundraising
  – Get approval to start one Homestead project
  – Obtain prefabricated parts
  – Sign up participants
  – Implement case study project

• Medium Term
  – Initial project to be self sustaining
  – Expand to multiple areas of the city
  – Obtain more participants

• Long Term
  – All projects self sustaining
  – Successfully transitioned 90% of participants out of homelessness
Marketing Plan

- Prefabricated Units
  - Flexible floor plans
  - Additions and subtracts as needed
  - Exchanged standard parts

- Cost
  - Prefabricated and standard parts allow for lowest cost
  - More cost effective and adaptable than shipping containers

- Coop Program
  - Participation in coop programs can cover all or partial rent
  - Those working outside the coop program may pay a low cost for housing instead
Prefabricated Units

UNIQUENESS of OUR SYSTEM

- CHEAPER AND FASTER CONSTRUCTION
- MASS PRODUCED STANDARDIZED PARTS - EVEN CHEAPER
- STACKABILITY UP TO 6 FLOORS
- HIGHLY ADAPTABLE, FLEXIBLE FLOORPLANS
- EXCHANGEABLE PARTS - LONGER LIFECYCLE
- EASIER TO TRANSPORT
- UPGRADEABLE ANYTIME
- NO LOAD-BEARING WALLS
Ours v. Theirs

GENERAL ADVANTAGES OF PREFABRICATED BUILDING:

- 45-50% CHEAPER THEN REGULAR CONSTRUCTION
- FACTORY BUILT, ANY TIME, IN ANY WEATHER CONDITIONS
- QUICKER AND MORE EFFICIENT PRODUCTION
- MORE FLEXIBLE FLOORPLANS, ENVIRONMENTALLY FRIENDLY
- VERY LITTLE CONCRETE OR NO CONCRETE (no wasted time or water for material to dry)

CONTAINERS ARE OVERATED

LOAD BEARING WALLS -> WEAKENING STRUCTURE WITH OPENINGS
DUPICATING WALLS SITUATION ... ($$$!!!)
SIMILAR WOOD-STRUCTURE IS OFTEN CHEAPER AND COSTS LESS ENERGY
NOISE (WIND, RAIN)
IN LA PROBABLY A HEAT-TRAP
SWEATING - CONDENSATION
USELESS FOR MULTI FAMILY HOUSING
MADE IN CHINA
Marketing Plan

• Strengths
  – Develops skills, confidence, and teamwork
  – Gives people a roof over their heads
  – provides the opportunity to gain new knowledge and skills

• Weaknesses
  – Dependent on participant’s cooperation
  – Only serves those willing to accept close interdependence with others.

• Opportunities
  – Possibility of visibly and economically benefiting surrounding neighborhood

• Threats
  – Zoning and employment codes must be met or changed
Production Plan

• Legal Structure - Nonprofit
• Ownership Structure - City owned
• Physical space - City owned vacant lots
• Resources
  – Farming equipment
  – sewing machine
  – craft supplies
  – cleaning tools and supplies
  – kitchen tools and supplies
• Technology
  – Computer
Organization Plan

• Begin with one case study project
• Once successful (self sufficiency achieved), more projects will be implemented.
• Help needed
  – Project Managers, Volunteers, pro bono services
• Professional Development
  – knowledge of codes and regulations, and networking
• Project Role
  – Project team – planning and execution
Financial Information

• Initial Funding
  – Public funding
  – Fund raising
  – Grants

• Continued Funding
  – Farmer’s Market
  – Art and Crafts Market

• Expenses
  – Initial – Building materials & construction
  – Continued – 2-3 member staff
  – Community events

• Overhead
  – Utilities
  – Plants and seeds
  – Craft materials
  – Marketing and Fundraising

• Profit Plan
  – Implement additional Homestead projects
WNIMBY
According to the Institute for the Study of Homelessness and Poverty at the Weingart Center, an estimated 254,000 people experience homelessness at some point in a year.

And approximately 82,000 people are homeless on any given night.
A study also concluded that it would cost $10,051 per homeless person to provide permanent housing and education or job training.

\[
\begin{align*}
&\ 10,051 \\
&\times 86,000 \text{ people} \\
&= 864,386,000
\end{align*}
\]
Whatever the estimate Brentwood resident, surgeon, and self proclaimed philanthropist Patrick Soon-Shiong could easily make a dent with his net worth of $15 billion. Especially if Bel Air resident, entrepreneur, and inventor Elon Musk helped him out with his $13 billion. The wonderful thing though, is that the list of ridiculously rich living in Los Angeles does not end with these two men.

Even an over-estimated $2 billion budget comes in as less than %3 of the combined net worths of the 10 wealthiest Angelenos.

why not in my back yard?
COMMUNICATION WITH DONORS

COMMUNICATION WITH RECIPIENTS

CONNOR

NATALIA

COMMUNICATION WITH DONORS
Dear Mr. President:

As you know, the heads of state from Germany, Europe, France, Canada, South Africa, Russia, and over 100 other nations are gathering in Johannesburg for the World Summit on Sustainable Development at the end of this month.

We join Green Cross International President Mikhail Gorbachev in urging you to attend this summit to protect the needs of future generations. Your attendance will demonstrate to the world that while the U.S. presently consumes 25% of the world’s energy supplies, we are committed to reversing that trend, and finding cost-effective solutions to achieve a sustainable future.

We therefore ask that you arrive in Johannesburg with an action plan with binding commitments to:

1. Reduce greenhouse gas emissions by lowering our nation’s use of fossil fuels and increasing our renewable energy sources.
2. Establish a convention on access to fresh water that ensures this principle as a basic human right (for the $1.5 billion that currently go without adequate, clean water supplies) and prevents conflict over shared water basins.
3. Ensure that the issue of ethics and sustainable development is embraced by including mention of the Earth Charter in the final political declaration.

Thank you.

[Signature]

[Signature]

[Signature]
Objectives

1 year

MOVEMENT
- 50 000 WNIMBY T-shirts on Walk of Fame.
- House 10 homeless individuals with high profile billionaires or celebrities in Beverly Hills. Media outreach.
- 100 000 WNIMBY T-shirts.
- Fundraisers with the support of first hosts.

MARKETING CAMPAIGN directed specifically towards those commuting from Beverly Hills.

5 years

10 years
Objectives

1 year

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5 years

- House and re-house 100 homeless individuals with high profile billionaires or celebrities in Beverly Hills.
- Construct appealing and prominent affordable housing in Beverly Hills close to a continuing education facility.
- Secure 1 Billion in donations.

10 years
Objectives

1 year

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10 years

- Development of an ongoing Millionaire to Homeless mentoring program
- Have begun construction of ten 500 unit mixed use affordable housing across Los Angeles
- Develop trust fund to continue funding organization
publicize and proselytize
place
potential early adopters
build
distributed sites with attached amenities