



MLK MEDICAL CENTER CAMPUS MASTER PLAN & THE WILLOWBROOK MLK WELLNESS COMMUNITY VISION

June 2012



Prepared For:
The County of Los Angeles

Gensler

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Civil Engineer



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Purpose of the Report

This report provides final documentation of the Martin Luther King, Jr. (MLK) Medical Center Campus Master Plan and a community vision for The Willowbrook MLK Wellness Community. The report includes a condensed summation of relevant sections of previous interim reports for an understanding of the influences, logic and progression that produced the final Campus Master Plan.

At time of publication of the Analysis Findings Report, July 20, 2011, data gathering, the analysis of data and assessment of its implications is complete. All work in this Report relies on the data gathered for the Analysis Findings Report. The final Campus Master Plan assumes that the Inpatient Tower, 2014 Multi-service Ambulatory Care Center (MACC), Ancillary Facility and utility upgrades (including central plant and support buildings) currently underway and scheduled for completion in 2014, are part of the existing conditions.

The MLK Medical Center Campus Master Plan and The Willowbrook MLK Community Vision are guiding frameworks for future development, deliberately flexible, to allow implementation of projects that respond to the County's evolving programmatic needs and priorities, future market conditions and technological advances.

Report Organization

An introduction provides an overview of the MLK Medical Center Campus Master Plan and the community vision for The Willowbrook MLK Wellness Community. A brief review of the project background, community outreach process and project parameters provide an understanding of influences and methodology guiding the master planning process.

The Options and Evaluation section describes the design approach and alternate solutions to the goals and issues identified during the planning process, ultimately leading to the identification of the preferred solutions.

A detailed framework for future development of the campus is provided in the MLK Medical Center Campus Master Plan, followed by a high level Community Vision plan for the larger Study Area in the final section of the document.

“If you want to move people, it has to be toward a vision that is positive for them, that taps important values, that gets them something they desire, it has to be presented in a compelling way, that they feel inspired to follow.”

- Dr. Martin Luther King

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1.0 INTRODUCTION



Introduction

A Vision for a Community of Health & Wellness

Creating a community of health and wellness is an ambitious goal, but achievable through a shared commitment by all those having a stake in the Martin Luther King, Jr. (MLK) Medical Center Campus and the Willowbrook neighborhood.

The MLK Medical Center Campus was originally developed after the 1965 Watts civil unrest in response to the lack of community services. Current challenges in the community have given rise to a broader objective by the County of Los Angeles and its health care partners - an understanding that the reopening of the hospital provides a catalytic opportunity. Thoughtfully taking advantage of the new medical facilities, as the first step in reinventing the community within the context of health and wellness, enables the revitalization of the MLK Medical Center Campus and adjacent community while advancing social, economic and environmental quality in South Los Angeles.

Reordering priorities and addressing current public health epidemics of diabetes and obesity, as a direct result of lifestyle and planning decisions, is part of a changing social dynamic and at the heart of the recommendations of the Campus Master Plan. A multi-pronged, systemic approach is necessary to respond to the chronic disease pattern, economic distress and deteriorated physical condition evidenced in South Los Angeles. Solutions include an

incremental series of inter-related improvements aimed at increasing physical activity, providing wider access to healthy food choices and elevating air and water quality. These provisions, among others, are equally as important as new medical facilities in fostering community health and individual wellness.

The purpose of the Campus Master Plan is to translate the aspirations of the County and community, gathered through extensive outreach activities, into tangible and practical recommendations. Implementation of physical improvements, in conjunction with health care reform, requires an expanded perspective of planning and design, resulting in improved health outcomes and a transformed community.

The MLK Medical Center Campus Master Plan is wide ranging in concept, long-term in its focus, but well-grounded in the details. While conceptual, the plan uniquely reflects an understanding of current approaches to improving health and wellness, as well as contemporary land use planning principles. The plan incorporates traditional planning techniques and elements, utilizes systemic solutions that better respond to complex needs and changing lifestyles while acknowledging the imperative nature of active, healthy

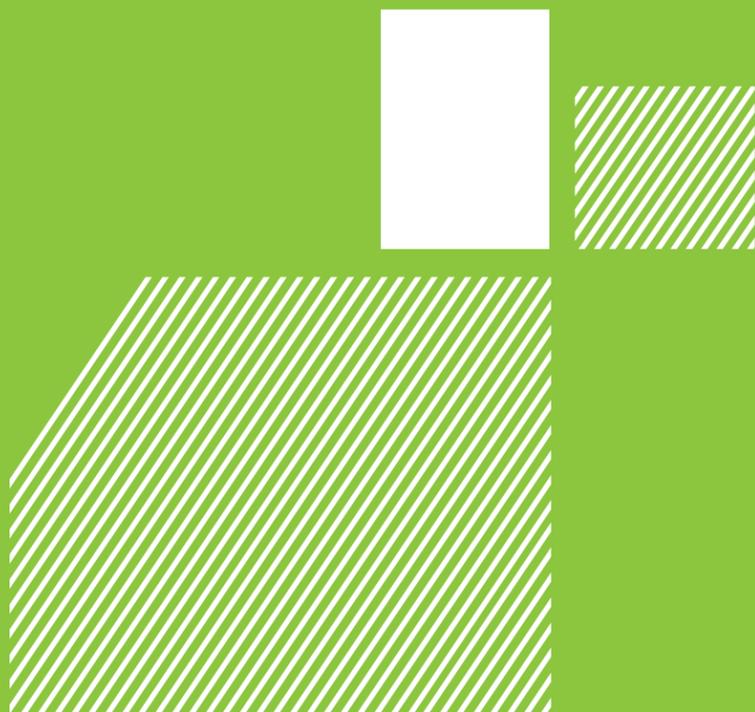
lifestyles. A defining element of the plan, the Wellness Spine, both physically and programmatically embodies these critical characteristics and is representative of the new identity, The Willowbrook MLK Wellness Community. Ultimately, the MLK Medical Center Campus Master Plan and Community Vision portrays a future that develops and thrives over 20 years, but is pragmatic, with many components that can be implemented in the short term, at relatively low cost, but with high impact.

Together, commitment, contribution and active participation of the County, local stakeholders and residents can significantly improve community assets and quality of life, allowing greater benefits than each can accomplish alone. By leveraging these joint resources, the Campus Master Plan creates a framework for future growth and development at the MLK Medical Center Campus and defines a community vision for The Willowbrook MLK Wellness Community.



MLK Medical Center Campus Master Plan & Community Vision

2.0 BACKGROUND



Project Description

Project Description

The County is preparing the Campus Master Plan to guide the creation of a broad-based health care and wellness center of excellence using existing and proposed health, education and economic development resources, while enhancing an overall sense of place in the South Los Angeles community.

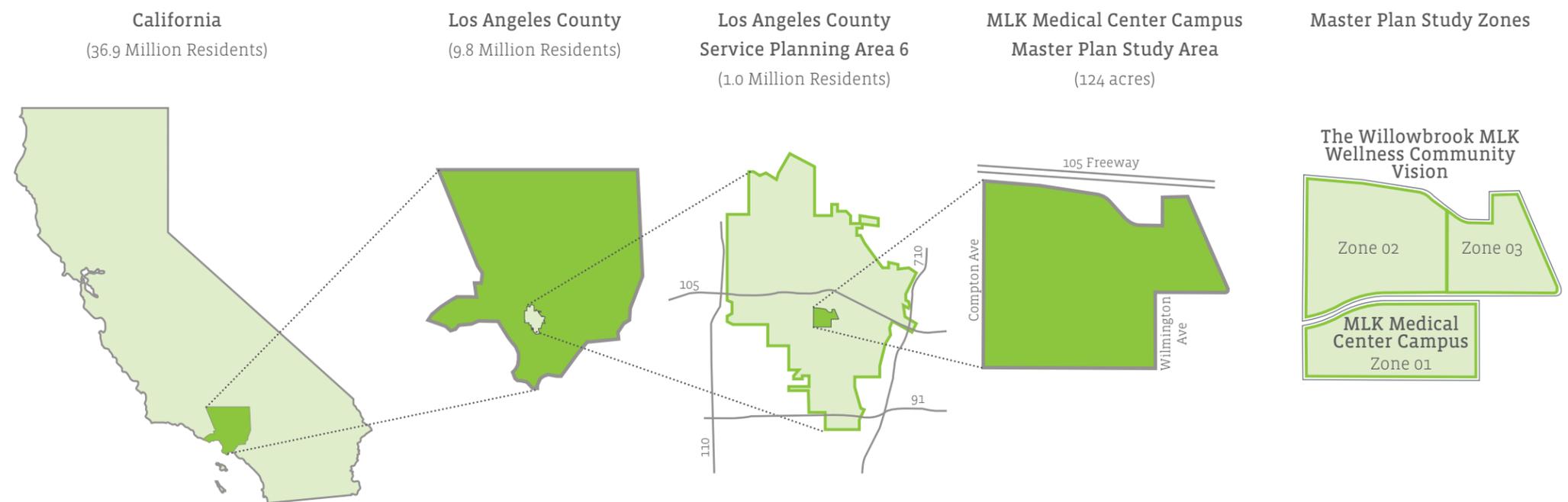
The 124 acre Campus Master Plan Study Area is located in the Willowbrook community of South Los Angeles, within the County of Los Angeles. The Study Area is focused on the MLK Medical Center Campus (Zone 1) and includes a community vision for the Education/Research Zone (Zone 2) and the Gateway Zone (Zone 3).

The MLK Medical Center Campus (Zone 1), located at 12021 South Wilmington Avenue, is bounded on the north by East 120th Street, on the east by Wilmington Avenue, on the south by a narrow alley which separates the proposed project site from the residential neighborhood largely located north of East 122nd Street and on the west by Compton Avenue. The remainder of the Study Area, Zones 2 and 3 are bounded by the 105 Freeway to the north, the Metro Blue Line to the east, 120th Street to the south and Compton Avenue to the west.

In addition to the MLK Medical Center Campus, the Study Area includes Charles Drew University, LAUSD King Drew Medical Magnet High School, Compton Lincoln-Drew Elementary, the Imperial/Wilmington/Rosa Parks (Rosa Parks) Metro Station and Kenneth Hahn retail center. Vacant land throughout the Study Area provides the opportunity for potential development.

The primary focus of this Campus Master Plan is the growth and development of the 42 acre MLK Medical Center Campus. To promote the concept of a healthy community and better support and strengthen the future of the MLK Medical Center Campus and surrounding area, the Campus Master Plan is supported by a vision, the Willowbrook MLK Wellness Community, that addresses activities, uses and improved connectivity throughout the Study Area.

Project Location



Historical Background

The Campus Master Plan Study Area is located in the unincorporated community of Willowbrook, adjacent to Watts and Compton, in South Los Angeles. This area is named for a willow tree, an original rancho boundary marker from the 1840's that once stood near Compton Creek at the present day intersection of 125th Street and Mona Boulevard. The original 1843 land grant was given to Anastacio Avila, a member of the family who settled Pueblo de Los Angeles. The pueblo was named the Rancho La Tajauta and it extended from the marshes along present day Alameda Street westward to approximately Harbor Freeway.

The first subdivision maps in the Willowbrook area were filed in 1894 and 1895 and resulted in deep lots used to grow fruits and vegetables and raise chickens and hogs. These land uses, together with the vacant lots covered with mustard plants, characterized the area's rural appearance into the late 20th Century.

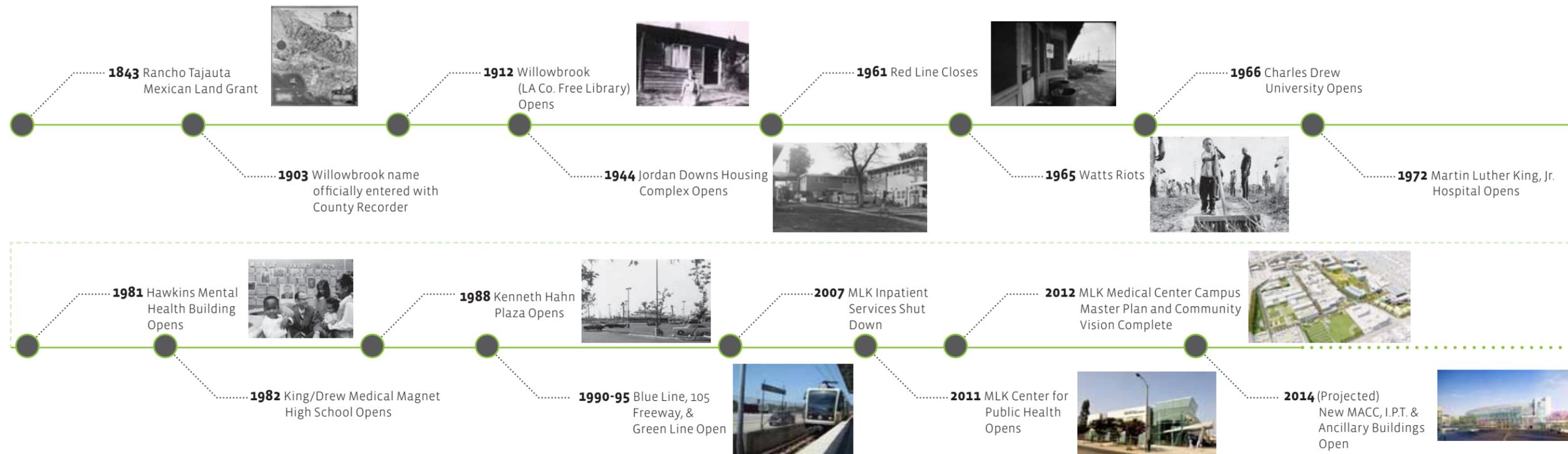
In response to the 1965 Watts Civil Unrest/Riots, a commission appointed by Governor Pat Brown reported the lack of healthcare access as one of the contributing factors to the unrest. In answer to the need for local community services in South Los Angeles, The Martin Luther King, Jr. Medical Center began operations in 1972 and became the teaching hospital of the adjacent Charles R. Drew University of Medicine and Science.

The Inpatient hospital was operational from 1972 to August 2007, when the license was suspended for the provision of inpatient services at the MLK Medical Center Campus due to an array of problems over a period of several years. Resolution of those issues has resulted in the establishment of the new MLK Community Hospital. **New facilities for the hospital and outpatient services are scheduled to open in 2014.**

Historical Background

South Los Angeles Timeline

(Significant Events 1843 - Current)



Project Objectives & Process

Project Objectives

The project objectives are derived from the County’s initial goals for the project and refinements during the master planning process:

- **Reinvigorate the MLK Medical Center Campus** to create a healthy community that maximizes opportunities for health and well-being, vital social interaction and economic stability.
- **Act as a catalyst** to advance the social and economic quality of the community.
- **Provide flexibility** for future programs and the long-term needs of MLK Medical Center Campus and the community.
- **Identify an urban design direction** that integrates the campus with the adjacent community by developing and enhancing connectivity with neighboring facilities and taking advantage of existing transit opportunities.
- **Enhance the urban environment.**
- **Utilize sustainable principles and practices** in all aspects of the planning and design processes.
- **Provide a mix of compatible uses** in the Study Area that supports the broader Campus Master Plan vision.

Master Plan Process

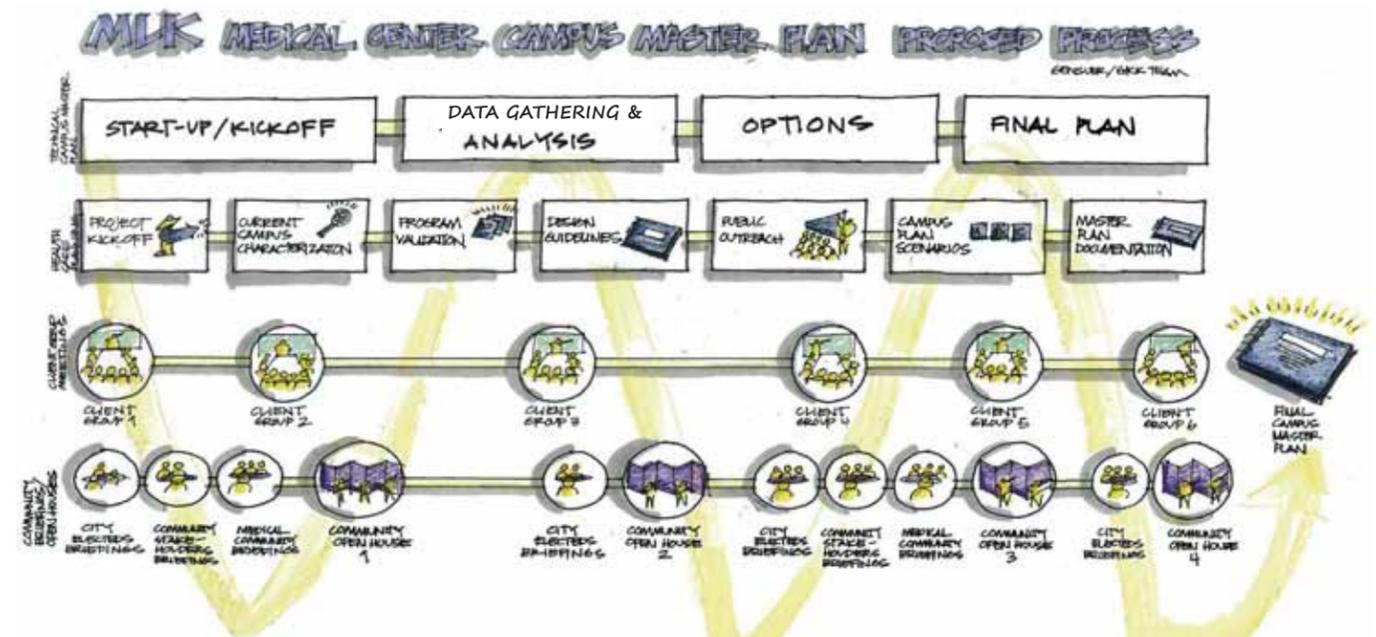
Phase 1: Start Up

The first phase included general project start up activities, confirmation of the project process and methodology and the establishment of high-level goals for project success through a visioning session with County Stakeholders.

Phase 2: Data Collection

The Data Collection phase allowed relevant existing background materials and critical data to be obtained and reviewed for use throughout the project. The community outreach process included the first group of stakeholder interviews and the first of four Community Meetings.

Master Plan Process Diagram



Phase 3: Analysis

During the Analysis phase, the team established planning principles and objectives and identified the over-arching opportunities and constraints. The second Community Meeting presented a number of findings which elicited input and discussion.

Phase 4: Options

Four conceptual Options depicting potential directions for development and improvements within the Study Area with regard to health related uses and community benefits were developed during this phase. A third Community Meeting gathered feedback from the community on the Options.

Phase 5: Final Master Plan

During this phase, findings and recommendations have been incorporated into this report. The Campus Master Plan is developed primarily for the MLK Medical Center Campus, but incorporates a vision for the entire Study Area.

Interim Reports

Previous work on the MLK Medical Center Campus Master Plan has been documented in several reports submitted to the County. These reports describe the process, summarize the data and document the decision making process. They include detailed information allowing the Consultant Team to better understand the site and facilities on the MLK Medical Center Campus and the Study Area, as well as the health care issues impacting the community. These provide the basis for the framework created by the MLK Medical Center Campus Master Plan and Community Vision. The interim reports include:

Data Collection Interim Deliverable (May 2011)

This interim report provides a bibliography of the comprehensive review of completed studies affecting the project area so that appropriate data and conclusions from other efforts could be incorporated in the MLK Medical Center Campus Master Plan, limiting redundancy and conflicts.

Facilities Condition Assessment (June 2011)

The report summarized findings from a variety of existing documents as a basis for the Campus Master Plan's recommendations on the disposition of the existing facilities on the MLK Medical Center Campus. It is important to recognize that the accuracy of this data is limited by the timing of this Master Plan which was in preparation before completion of the EIR Tier I scope of work.

Analysis Findings Report (July 2011)

A summation of the analysis process is documented in this report, providing an understanding of the Study Area's opportunities, constraints and operational challenges. The report identifies the Planning Principles guiding the work of the Options Phase.

Options Report (November 2011)

Alternative directions were developed that respond to the project objectives, analysis, community and stakeholder input and the Planning Principles and are summarized in this report. The document culminates in the criteria for the evaluation of the options and identification of critical factors for success, providing a basis for the preferred option.

Preferred Plan Recommendation (draft) (February 2012)

This document consolidates the metric, economic, quantitative and qualitative evaluations, that in part, provide the basis for the recommended preferred Option and the development of the MLK Medical Center Campus Master Plan.

MACC Disposition Study (draft) (March 2012)

In response to the complex issues affecting the future of the original hospital building (currently used as an outpatient facility), an additional assessment was undertaken summarizing building condition data from existing studies, analyzing potential building reuse scenarios and described the building's impact on the MLK Medical Center Campus. This study documents the disposition recommendations of this critical component of the long term vision for the MLK Medical Center Campus Master Plan.

ADK&A Housing Analysis for MLK Medical Center Campus Master Plan (May 2012)

This report updates a prior study done by ADK&A for the County in which a site was evaluated at the MLK Medical Center Campus for use as lower cost condominium workforce housing. This update now includes comments generally on the feasibility of the three housing elements included in the Campus Master Plan and Community Vision.

“South LA provides a unique intersection of race, ethnicity and culture. It is one of the oldest and most well-established communities in the area, reflecting an important segment of the history and population migration patterns of the region. What were once largely white and middle-class communities in many areas of South LA are now home to a diverse blend of racial and ethnic backgrounds.”

- California Health Council

The MLK Medical Center Campus Master Plan: The Center of Health & Wellness

The new 2014 facilities, the MLK Community Hospital and MACC (outpatient services), provide a catalytic opportunity to improve health and wellness in the community that extends beyond medical care.

A Vision for a Community of Health & Wellness

Los Angeles County provides significant health services to residents in the Willowbrook community and is the major provider of healthcare for more than two million County residents without health insurance. Since the Campus Master Plan Study Area has a population that is largely uninsured, the County is the primary healthcare resource for the community. Currently, medical care in the community is disproportionately disadvantaged and harmed by inequities in healthcare resources including a lack of access to doctors and medical facilities.

The primary public health epidemics of our time are obesity and related chronic diseases such as diabetes. Both problems are growing worse rapidly, both in the community and nationwide. The rise in obesity is tied to the population's over-consumption of calories and under-expenditure of human energy, which are influenced by the built environment. South Los Angeles, in order to develop a healthier community, needs to address these conditions with additional diverse medical services, more education and healthier lifestyles.

Reducing the burden of chronic health conditions is possible through preventative care and education, as well as traditional medical services. This model of care will be partially supported by the new MLK Community Hospital's provision of critical medical services and the MACC providing ambulatory outpatient and urgent care. Transforming an individual's health requires access to health resources beyond these medical facilities, requiring physical changes in the MLK Medical Center Campus and the community beyond.

What is a Healthy Community?

A healthy community is one that offers equitable access to education, housing, jobs, the ability to live without fear of violence, freedom from environmental hazards, convenient access to parks and recreation areas, the availability of fresh food and access to high-quality nearby health care.

Why is a Healthy Community Important?

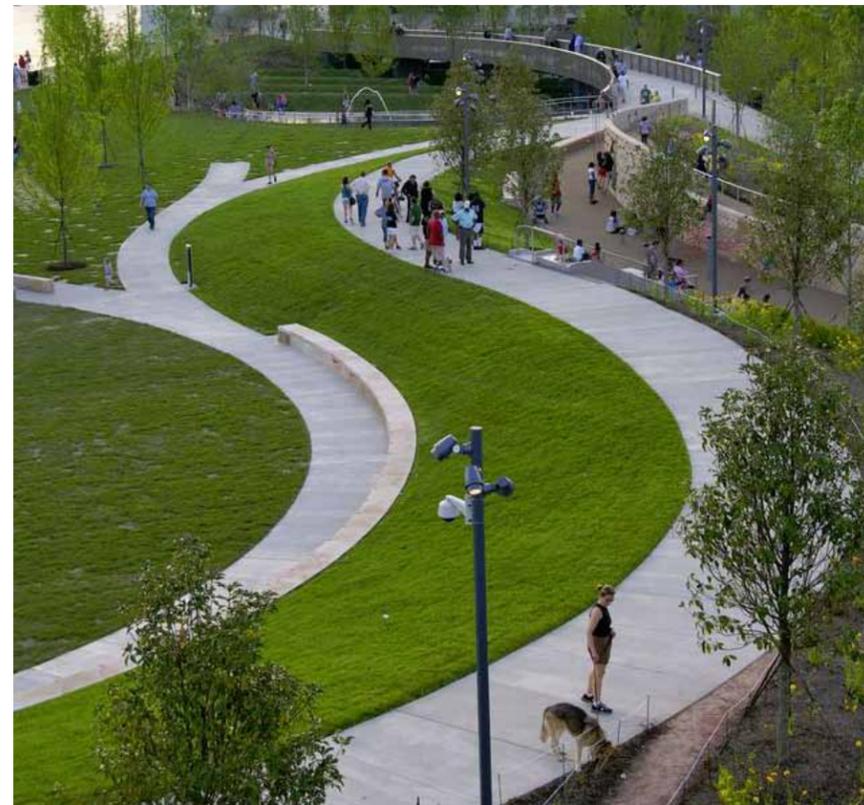
Health is linked to all aspects of our lives and is not only limited to medical care. Healthy people, societies and environments depend on many interrelated systems including the success of our local economy and education system, thoughtful land use and planning decisions and a lifestyle that promotes wellness. These systems are affected by the choices we make in planning our communities.

Elements of a Healthy Community:

-  Wellness
-  Education & Research
-  Economic Development
-  Public Safety
-  Community
-  Accessibility & Movement
-  Environmental Quality
-  Land Use



“Healthy citizens are the greatest asset any country can have.”
- Winston Churchill





3.0 COMMUNITY OUTREACH



Community Outreach Overview

Approach to Community Outreach

The primary purpose of the community outreach program was to constructively engage the broader South Los Angeles/ Willowbrook/Watts community (elected officials, community, business and neighborhood stakeholders, medical community and others) in the master plan preparation process. This is rooted in the assumption that a successful MLK Medical Center Campus Master Plan responds to and reflects, to the extent feasible, the overall vision and needs of the surrounding community and its stakeholders.

A series of interviews provide key community stakeholders an opportunity to share their insights, observations, concerns and ideas for the MLK Medical Center Campus Master Plan. An initial step in this project was the identification of the key stakeholders with a targeted number of stakeholder interviews to be conducted throughout the course of the project. These interviews provided information on specific needs, assisted in building community support provided direction on the Campus Master Plan.

Additional outreach methods included traditional and social media activities such as press releases, distribution of flyers, content for the Supervisor’s website, a dedicated Gmail address and the use of social media via Facebook.

 **Facebook**
facebook.com/MLKJR.MCCMP

 **Gmail**
MLKJR.MP@gmail.com

 **Web**
ridley-thomas.lacounty.gov/mlk/

MLK Medical Center Campus Master Plan Outreach Postcard

(English & Spanish)



Supervisor
Mark Ridley-Thomas
Los Angeles County- Second District

MLK CAMPUS MASTER PLAN
MEDICAL CENTER

The County of Los Angeles seeks to establish the **Martin Luther King, Jr. (MLK) Medical Center Campus** as a center of excellence for health care delivery to proactively promote health & wellness for the South Los Angeles community!

What Are Your Thoughts?

The Master Plan will focus on creating a Medical Campus with programs and facilities related to:

- Healthcare & Wellness
- Economic Development
- Job Creation
- Academic & Research Opportunities

We Want to Hear From YOU!

Have questions or want to get involved?

 facebook.com/MLKJR.MCCMP
 MLKJR.MP@gmail.com
 ridley-thomas.lacounty.gov/mlk/
 Clarice Nash, Project Manager at 626.300.2363



Supervisor
Mark Ridley-Thomas
Condado de Los Angeles- Segundo Distrito

MLK CAMPUS MASTER PLAN
MEDICAL CENTER

¡El condado de Los Ángeles tiene por objeto establecer el **Centro Médico del Campus Martin Luther King, Jr.** como un centro de excelencia de prestaciones médicas y para promover activamente la salud y bienestar para la comunidad del sur de Los Ángeles!

¿Cuáles son sus pensamientos?

El Plan Maestro se enfocara en la creación de un campus medico con programas e instalaciones relacionados a:

- La salud y bienestar
- El desarrollo económico
- La creación de empleo
- Oportunidades académicas y de investigación

¡Queremos escuchar de usted!

¿Tiene alguna pregunta o desea participar?

 facebook.com/MLKJR.MCCMP
 MLKJR.MP@gmail.com
 ridley-thomas.lacounty.gov/mlk/
 Clarice Nash, Gerente del Proyecto a 626.300.2363

Campus Master Plan Visioning Session

The community outreach process began on February 9th, 2011, with a focused visioning workshop with Supervisor Ridley-Thomas. **The over-arching goal of the visioning session was to identify the objectives for the Campus Master Plan** – its scope, priorities and goals. County stakeholders, including representatives of the Supervisor, Chief Executive Office (CEO), Department of Public Works (DPW) and Department of Health Services (DHS) met with the consulting team to participate in the Gensler-led workshop.



Summary of Community Meetings

Community Meeting 01

More than 100 community members attended the first Community Meeting for the Martin Luther King, Jr. Medical Center Campus Master Plan on Saturday, April 9th, 2011 at the H. Claude Hudson Auditorium at the MLK Medical Center Campus. Participants walked through a series of information stations set up around the room and learned first-hand about the Campus Master Planning process and past planning efforts at MLK Medical Center Campus.

Community Meeting 02

On July 7th, 2011, over 160 members of the South Los Angeles community attended the second Community Meeting, hosted by Supervisor Mark Ridley-Thomas, for the MLK Medical Center Campus Master Plan. The purpose of the second Community Meeting was to provide continued dialogue about the MLK Medical Center Campus Master Plan preparation process, listen to members of the community comment on the progress so far and gain additional feedback on issues affecting the Campus Master Plan.

Community Meeting 03

The third community meeting was held on October 26th, 2011 with Supervisor Mark Ridley-Thomas and more than 100 community members. The Community Meeting provided continued dialogue, shared findings from previous meetings, presented four preliminary Campus Master Plan Options and provided opportunities for participants to share their comments. The input gathered from the community informed the subsequent development of the Campus Master Plan.

Outreach Materials

(Informational Boards From Community Meeting 02)

05 USER PREFERENCES / PREFERENCIAS DE USUARIOS

INTRODUCTION / INTRODUCCIÓN
 A key component of preparing the MLK Medical Center Master Plan is to understand how residents, visitors and staff currently use the site. / Un componente clave de la preparación del Plan Maestro para el Campus del Centro Médico MLK es entender cómo los residentes, visitantes y personal del hospital utilizan el sitio.

Please answer the following questions: / Por favor conteste las siguientes preguntas:

01 TRANSPORTATION & TRANSIT / TRANSPORTE Y TRÁNSITO
 How often do you travel to the MLK Medical Center? / ¿Con qué frecuencia concurre al Centro Médico MLK?
 YEARLY ANUALMENTE, QUARTERLY TRIMESTRAL, MONTHLY MENSUAL, WEEKLY SEMANAL, DAILY DIARIO

Which transportation/transit mode do you use most frequently to come to the MLK Medical Center? / ¿Qué transporte/modalidad de transporte usa con más frecuencia para concurrir al Centro Médico MLK?
 Solo Driving/Solo en Coche, Carpool/Compartir Viaje en Coche, Shuttle/Autobús de Enlace, Bus/Autobus, Rail/Tren, Hahn's Trolley/Trolebús Hahn, Bicycle/Bicicleta, Other/Otro

How satisfied are you with your transportation/transit choice? / ¿Cuán conforme está usted con la elección del medio de transporte?
 VERY SATISFIED MUY SATISFECHO, SATISFIED SATISFECHO, NOT SURE OR DON'T KNOW NO ESTÁ SEGURO O NO SABE, UNSATISFIED INSATISFECHO, VERY UNSATISFIED MUY INSATISFECHO

What additional issues or concerns do you have with transportation/transit to the medical center campus? / ¿Qué otros problemas o inconvenientes tiene con el transporte al centro médico?
 PLACE COMMENT HERE / FAVOR COMENTAR AQUI

05 USER PREFERENCES / PREFERENCIAS DE USUARIOS

HEALTH SERVICES / SERVICIOS DE SALUD
 We would like to understand more about your medical care preferences. / Nos gustaría saber más sobre sus preferencias de atención médica.
 Please answer the following questions: / Por favor conteste las siguientes preguntas:

MEDICAL CARE / ATENCIÓN MÉDICA
 Where do you go for primary medical care? / ¿A dónde concurre para recibir atención médica primaria?
 What other related medical services would you like to see provided on the MLK Medical Center site? / ¿Qué otros servicios médicos relacionados le gustaría que se ofrecieran en el Centro Médico MLK?
 What other non-medical County services would you like to see provided at the MLK Medical Center? / ¿Qué otros servicios le gustaría que se ofrecieran en el Centro Médico MLK?



Over the course of three Community Meetings, more than 360 community members participated in the MLK Medical Center Campus Master Plan process.

Stakeholder Interviews

Interviews were conducted throughout the course of the project providing an ongoing process of stakeholder input and feedback as the Campus Master Plan was developed. The stakeholders were drawn from healthcare related services, community health clinics, faith based and educational institutions, governmental agencies and community based organizations. **Over 60 meetings with stakeholders were held in addition to the Community Meetings.**

Name	Title	Organization	Date of Interview
Yasser Aman	CEO	Umma Community Clinic	3.29.2011
Yvonne Arceneaux	City Councilwoman	Compton City Council	10.18.2011
Sharon Arnwine	Interim Chief Nursing Officer	Los Angeles County Department of Health Services	6.13.2011
Katrin Aslanian Vartan	Space Planning	LA County Dept. Mental Health	8.29.2011 4.9.2012
Richard Baker	Provost	Charles Drew University	8.11.2011
Michael Banner	CEO	Los Angeles Local Development Corporation	8.30.2011
Rhonda Bean	MACC	Los Angeles County Department of Health Services	6.13.2011
Robert Bitonte M.D.	Past President	Los Angeles County Medical Association	3.30.2011
Robin Blair	Planning Director	Metro	1.12.2012 4.17.2012
Charlotte Brimmer	Project Manager	CRA/LA	3.16.2011
David M. Carlisle M.D.	President	Charles Drew University	8.11.2011 2.14.2012 4.17.2012
Corde Carrillo	Director of Economic Development	Los Angeles Community Development Commission	6.14.2011 4.17.2012
John Choi	Economic Development Director	Los Angeles County Federation of Labor	3.24.2011
Ben Chu M.D.	Regional President, Southern California	Kaiser Permanente	3.23.2011
Janet Clark	Principal	Maxine Waters Employment Center	3.17.2011
Lt. Cindy L. Conner	County Services Bureau	Los Angeles County Sheriff's Department	7.21.2011
Jack Daniels Ph.D	President	Southwest Community College	3.22.2011
Bernard Dory	District Director	Assembly Member Isadore Hall's office	9.7.2011
Ronald Ellis	Senior Director	Compton Unified School District	4.17.2012
Nicole Emma Essakow	Asset Manager	Kimco Realty Corporation	7.5.2011
Elena Farias M.D.	MH Clinical Program Head	LA County Department of Mental Health	8.29.2011 4.9.2012
Letitia Fernandez-Ivins	Civic Art Project Manager	Los Angeles County Arts Commission	6.28.2011 10.20.2011
Christine Figueroa	Project Manager (Willowbrook RPA)	Los Angeles CDC	6.14.2011
Lark Galloway-Gilliam	Executive Director	Community Health Councils	3.15.2011
Mark Ghaly M.D.	Deputy Director, Community Health	Los Angeles County Department of Health Services	7.12.2011

Name	Title	Organization	Date of Interview
Erin Harkey	Civic Art Project Manager	Los Angeles County Arts Commission	6.28.2011 10.20.2011 1.24.2012
Sweet Alice Harris	Community Activist		6.29.2011
Ed Holder	Vice President of Development	Mercy Housing	10.17.2011
Mike Jackson Ph.D	President and CEO	Drew Child Development Corporation	6.23.2011
Alvin Jenkins	Director of Facilities	Compton Unified School District	10.25.2011
Bill Johnson	Manager of Economic Development	Los Angeles CDC	6.14.2011 4.17.2012
Les Jones	Executive Director	Watts/Willowbrook Boys and Girls Club	6.29.2011
Howard Kahn	CEO	LA Care Health Plan	3.28.2011
Jan King M.D.	Area Health Officer	Los Angeles County Department of Public Health	9.29.2011
Carolyn Kobayashi	Manager, Willowbrook Library	Los Angeles County Public Library	7.19.2011
Stewart Kwoh	President & Executive Director	Asian Pacific American Legal Center	3.23.2011
Jim Lott	Board member	Charles Drew University	3.17.2012 4.17.2012
Michael Madden	Board Member	MLK Hospital	4.17.2012
James Main	Chief Operating Officer	Charles Drew University	4.17.2012 4.19.2012
Jim Mangia	President	Well Child Foundation	3.16.2012
Susie Meekins	Community Activist		6.30.2011
Megan Moloughney	Property Manager	Kimco Realty Corporation	7.15.2011
Steve Naval	Regional Director	Kimco Realty Corporation	4.17.2012
Keith Norris M.D.	Executive Vice President for Research and Health Affairs	Charles Drew University	3.21.2011
Angela Nosset	MACC	Los Angeles County Department of Health Services	6.13.2011
Collins Nwadiogbu	Program Director	MLK MACC/OASIS Clinic	4.17.2012
Cynthia Oliver	MACC	Los Angeles County Department of Health Services	6.13.2011 4.17.2012
Stewart Parham	Pastor	OCW Academy	3.15.2011
Eric Perrodin	Mayor	City of Compton	9.15.2011
Ben Phillips	Vice President of Development	Mercy Housing	10.17.2011
Aliya Popatia	Transportation Planner	Metro	4.17.2012

Name	Title	Organization	Date of Interview
Reginald Pope	Pastor	Bethel Missionary Baptist	3.15.2011
Barbara Siegal	Managing Attorney	Neighborhood Legal Services	3.25.2011
Angelica Solis	Executive Director	Alliance for a Better Community	3.15.2011
Dyan Sublett		MLK Foundation	4.17.2012
Gary Toebben	CEO	Los Angeles Area Chamber of Commerce	3.25.2011
Nina Vacarro	Executive Director	Southside Coalition of Community Health Centers	3.15.2011
Lynell Washington	Project Manager	City of Los Angeles, Planning Department RENEW Transit Oriented	8.22.2011 9.22.2011
Bart Williams	Partner	Munger, Tolles, & Olson LLP	3.17.2011
Michelle Woods	Principal	King Drew Magnet High School	8.23.2011 4.17.2012
Rod Wright	Senator	California State Senate	8.19.2011
Arturo Ybarra	Executive Director	Watts/Century Latino Organization	3.16.2011
Melayne Yocum	Interim CEO	MLK MACC Community Hospital	6.23.2011 4.17.2012
Edna Yohannes M.A.	Chief of Staff	Charles Drew University	8.11.2011 4.17.2012 4.19.2012

4.0 PROJECT PARAMETERS



Health & Wellness Context

Overview

A comprehensive review of the influences on the MLK Medical Center Campus and Study Area provide the key factors guiding planning for the project area and the identification of the opportunities and constraints. This assessment included a study of systems related to community health and wellness, physical attributes, regulatory considerations, social and cultural conditions as well as current economic realities. The synergies derived from analysis of these factors provides the context and capacity for proposed improvements.



Legend:
 H Hospital (Inpatient Services)
 + Medical Office Building / Clinic

Health Facilities

The County of Los Angeles is responsible for five hospitals including the new MLK Community Hospital. In addition to the hospitals, the County provides health care through two multi-service ambulatory care centers (MACC), High Desert Health System and Martin Luther King, Jr., six comprehensive health centers and numerous health clinics and public health facilities.

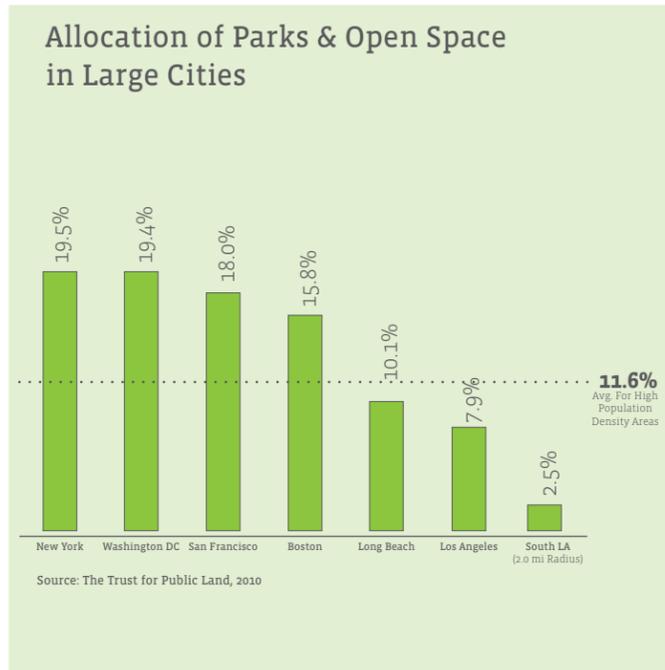


Legend:
 Open Space, Parks & Recreation Facilities

Open Space & Recreation

There is a strong correlation between access to parks and health. Lack of physical activity and poor nutrition are a leading cause of preventable diseases. When people have access to parks, there is an increased frequency that they will engage in physical activity which leads to improved health outcomes.

The County of Los Angeles is considered a park poor county. Within South Los Angeles, there is an average of just 1.2 acres of park and recreation space per 1,000 residents, much lower than the Los Angeles average of 6.2 acres. Currently there is only a single dedicated physical activity center, public or private, located within a ten-minute walking distance from the MLK Medical Center Campus.

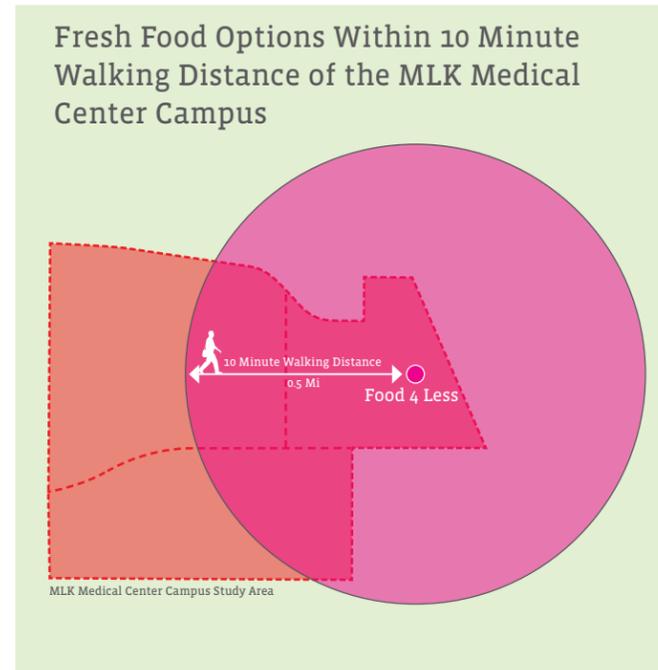


- Legend:**
- Grocery Location
 - 5 Minute Walking Distance
 - USDA Food Desert

Fresh Food

Green space in urban areas can also provide substantial environmental benefits. Trees and planting areas can contribute to reducing air and water pollution, help cool air temperatures and are a more cost effective way to manage storm water runoff than traditional infrastructure systems.

Affordable and fresh food and produce are integral to a healthy lifestyle. Studies have found a strong correlation between the positive effects of healthy eating and the prevention of diabetes, cardiovascular disease and cancers. Access to fresh food is an important indicator of nutritional status. It has been found that for each additional supermarket, the likelihood of residents meeting nutritional guidelines increases by one-third. Within a 10-minute walking distance of the Study Area there is currently only a single market, limiting easy access to fresh food.



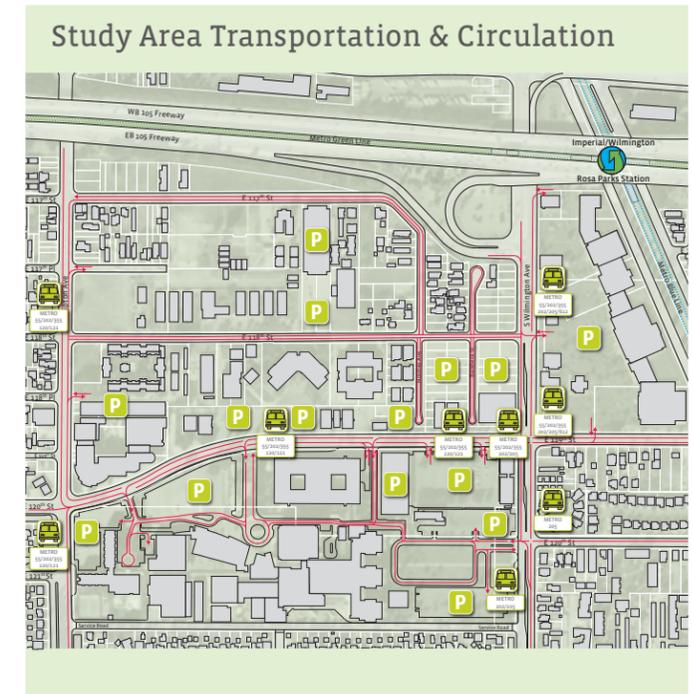
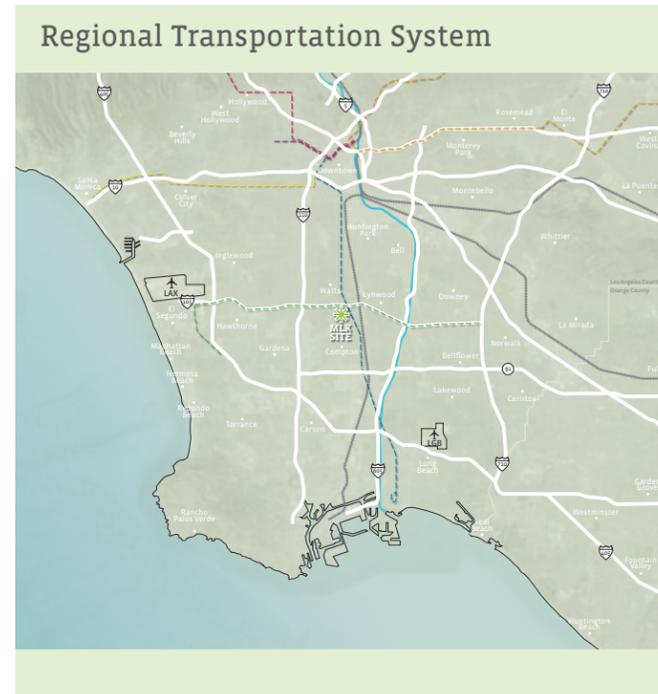
5 USDA defined Food Deserts in a 5-mile radius from the MLK Study Area

An opportunity for fresh and affordable food occurs in local food producing land areas, those areas zoned for Residential-Agriculture (R-A). Additional opportunities to grow food occur at the eight community gardens within the five mile study radius. Helping to fill the shortfall of easily accessible fresh food, local farmers' markets are a relatively simple and inexpensive additional resource for fresh and nutritional products.

Health & Wellness Context

Transportation, Circulation, Access & Connectivity

Increased mobility allows additional opportunities for residents of South Los Angeles to access health resources and employment throughout the Campus Master Plan Study Area and beyond. Alternative modes of transportation are inherently sustainable, revitalize communities and provide economic and health benefits to residents, visitors and staff. Transportation and access issues affecting the Study Area range from the regional freeway system, to public transit, to parking and patient wayfinding throughout the MLK Medical Center Campus.

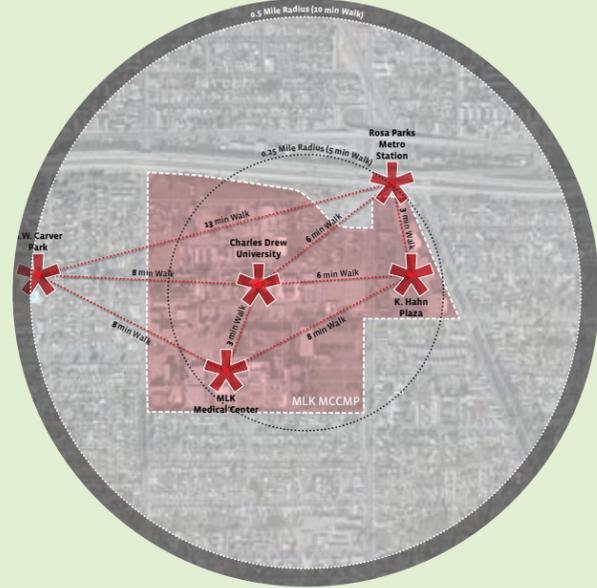


Legend:
 - - - Study Area Boundary

The predominant transportation mode of choice to reach the Study Area is the single-passenger vehicle, however, the area is also well served by mass transit with the Green and Blue Metro lines accessible at the busy Wilmington/Imperial/Rosa Parks (Rosa Parks) Station located 3/4 of a mile from the MLK Medical Center Campus. The MLK Medical Center Campus is served both by traditional regional bus lines, as well local community-based shuttle services.

A shift from the current primary mode, single-passenger vehicles, needs to occur, favoring multiple modes of transportation that encourage people to move by foot, bike, bus, shuttle and rail. As neighborhoods become more walkable and bikeable, health and levels of physical activity will begin to rise.

Neighborhood Connectivity



- Legend:**
- - - Study Area Boundary
 - * Node
 - Connectivity

Movement & Mobility

Walking
(Avg 5 Calories/Minute)



Bicycling
(Avg 12 Calories/Minute)



Driving



Source: www.cde.ca.gov, www.trb.org

Only 25% of American adults engage in the recommended levels of physical activity.

Regulatory Context

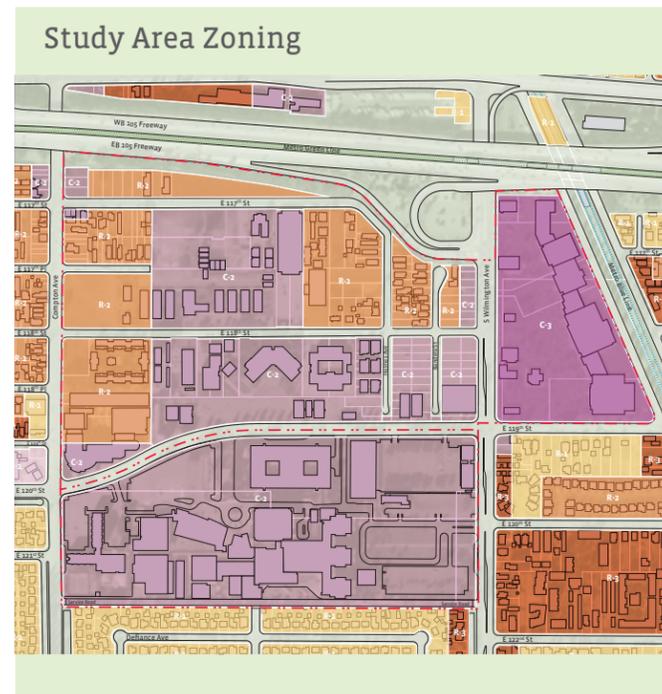
Overview

In order to determine potential future development on the MLK Medical Center Campus, a thorough understanding of applicable regulations and policies was undertaken. The County of Los Angeles is the primary jurisdictional governing agency in the unincorporated area that includes the Study Area. The MLK Medical Center Campus Master Plan is located in the Willowbrook Community Standards District (CSD) administered by the County of Los Angeles.

The Study Area occupies a portion of the 365 acre Willowbrook Redevelopment Project Area, although the impact of that designation is uncertain. The County of Los Angeles Rosa Parks Transit Oriented District (TOD) is partially located within the Study Area, although not on the MLK Medical Center Campus itself. The TOD integrates mass transit and density into the fabric of the community by providing for higher densities, a mix of land uses and encourages of walking and biking.

Multiple municipalities surround the Study Area and have policies and communities invested in the process and outcomes of the MLK Medical Center Campus Master Plan.

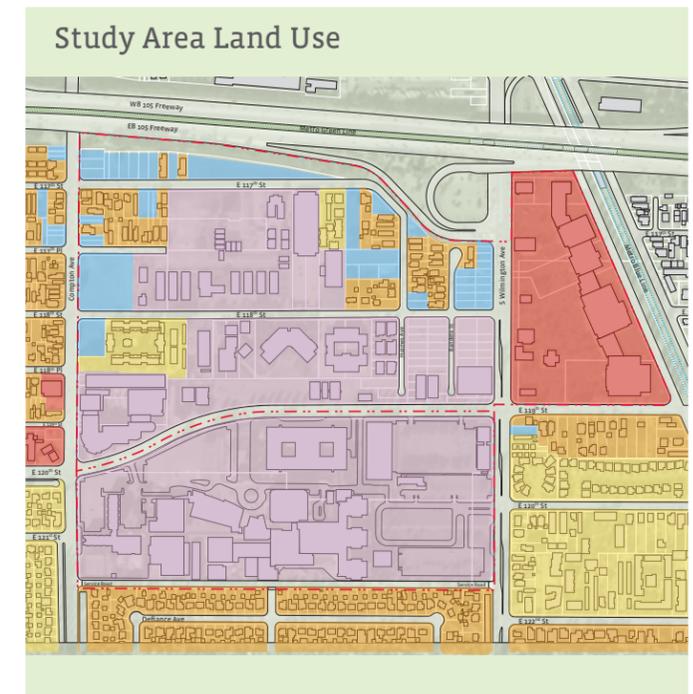
Responsibility for the MLK Medical Center Campus is provided by several County of Los Angeles departments including facility oversight by the Department of Public Works, primary medical services provided by the Department of Health Services and behavioral health services provided by the Department of Mental Health.



- Legend:**
- Study Area Boundary
 - R-1 | Single Family Residence
 - R-2 | Two Family Residence
 - R-3 | Limited Multiple Residence
 - C-1 | Restricted Business
 - C-2 | Neighborhood Business
 - C-3 | Unlimited Commercial

Zoning

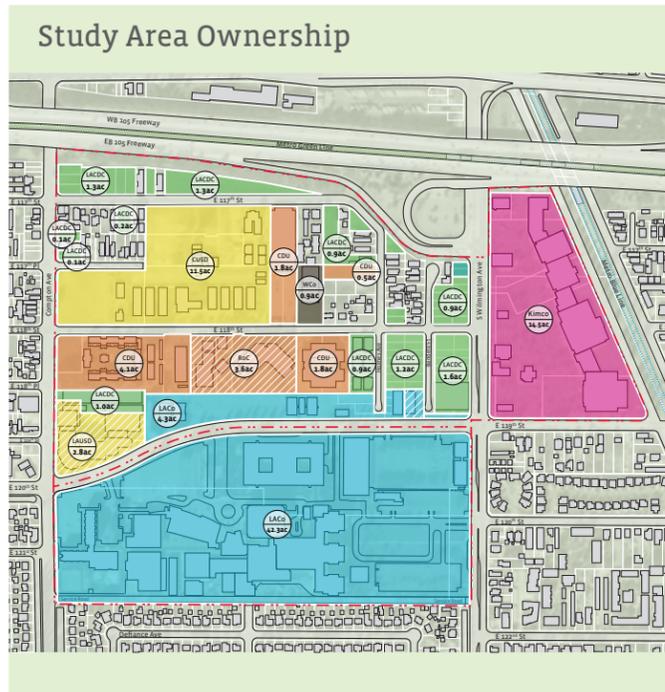
The County of Los Angeles is the primary governing agency in the Study Area, providing local services and traditional County functions. The predominant Los Angeles County zoning designation for the Study Area is Neighborhood Commercial (C-2) with an FAR of 3.0. This zoning designation is established to identify community related commercial uses including hospital related uses.



- Legend:**
- Study Area Boundary
 - V | Vacant Parcels 8.8 ac
 - P | Public / Institutional Facilities 70.1 ac
 - CG | Commercial General 15.4 ac
 - H9 | Residential (1-9 dwelling units/acre) 6.5 ac
 - H18 | Residential (10-18 dwelling units/acre) 3.9 ac
 - RW | Right-of-Way 19.5 ac

Land Use

The Los Angeles County General Plan land use designation for the MLK Medical Center Campus is Public and Semi-public Facilities (P). According to the County General Plan, the Public and Semi-public land use designation provides for activities by public and quasi-public entities and allows for the establishment of facilities, infrastructure and their related operations in the areas that are public or semi-public, including hospitals.

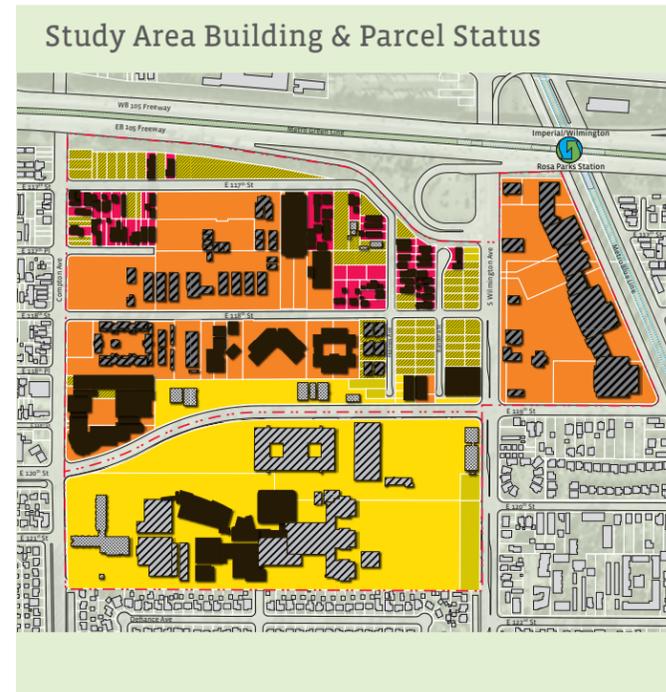


Legend:

Study Area Boundary	46.6 ac
Los Angeles County (LACo)	.3 ac
Los Angeles County Consolidated Fire (LACoF)	10.3 ac
LA Community Development Commission (LACDC)	2.8 ac
Los Angeles Unified School District (LAUSD)	11.5 ac
Compton Unified School District (CUSD)	14.5 ac
Kimco Realty (KIMCO)	8.5 ac
Charles Drew University (CDU)	3.6 ac
Regents of California (RoC)	.1 ac
Watts Labor Community Action Committee (WLC)	.9 ac
Water Company (WCo)	

Ownership

The largest landowner within the Study Area is the County of Los Angeles, with about 47 acres. Kimco Realty controls the 14 acres Kenneth Hahn Plaza Shopping Center, under long-term lease from the County. Compton Unified School District owns 11 acres that includes Lincoln Drew Elementary School and the Barack Obama Charter School. The Los Angeles Community Development Commission (LACDC), Charles Drew University, the Regents of California and the Los Angeles Unified School District own additional acreage. Owning less than an acre each are the Water Company, Los Angeles County Consolidated Fire and the Watts Labor Community Action Committee. The remaining land within the Study Area is owned by private residential owners.

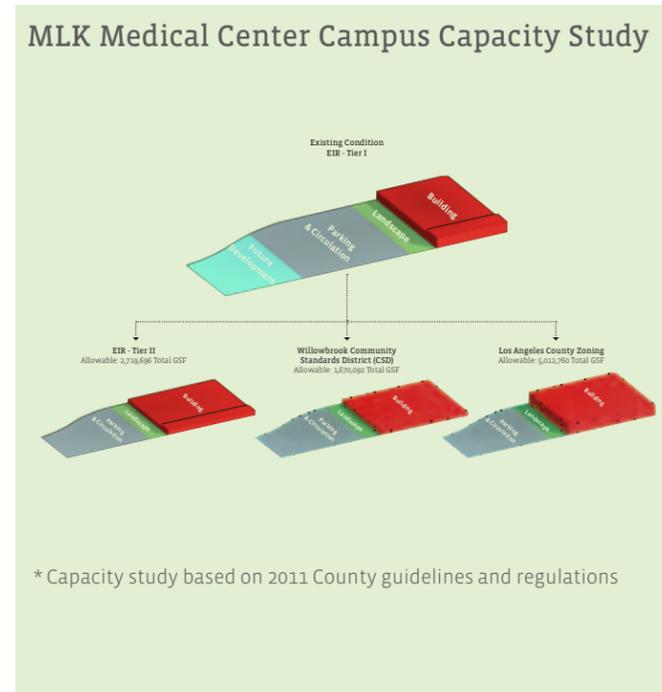


Legend:

Study Area Boundary	
Private Residence	
Non-County Developed	
LA County Developed	
LA C.D.C. Undeveloped	
LA County Undeveloped	
New Construction/Private Residence/Not Available	
Potential Retention	
Potential Demolition	
Demolition	

Building & Parcel Status

The parcel and building status identifies potential development sites based on ease of acquisition, building condition and ownership. Since the County owns only a portion of land beyond the campus, a coordinated and collaborative effort is required to implement the community vision. Undeveloped County owned land and public right of ways are identified as the simplest and least costly areas for potential development.



Capacity

In order to determine potential development capacity, the 2010 Environmental Impact Report (EIR) for the Martin Luther King, Jr. Medical Center Campus Redevelopment Project, the County of Los Angeles General Plan, including the current Willowbrook Community Standards District Guidelines and the applicable Los Angeles County Zoning regulations were compared. **Implementation of future development within the master plan project area will be evaluated within the context of the applicable planning and zoning regulations and tiered environmental analyses pursuant to the California Environmental Quality Act (CEQA).**

38% of the Study Area is owned by the County of Los Angeles

Market & Real Estate Analysis

The surrounding community's health needs have an impact on the size and kinds of services that MLK Medical Center Campus will provide. However, in terms of community economic revitalization, expansion of the MLK Medical Center and, hopefully nationwide economic recovery in general, will be the area's major drivers toward a more healthy community.

All of Los Angeles, particularly parts of South Los Angeles near the MLK Medical Center have been greatly affected by the economic contraction triggered by the 2008 financial crisis. One of the principal effects of this contraction has been the disruption of credit markets. This disruption, along with increasing unemployment over the last three years has led to a severe decline in real estate development and construction. Thus, among the most relevant factors impeding the creation of healthy communities nationwide and locally are:

- **Recession and unemployment**
- **Depressed housing market**
- **Educational quality and student performance**
- **Epidemic obesity and low-income health problems**

Even if there were a robust demand for additional market-rate commercial development, the majority of the land and facilities in the Study Area are either owned or occupied by public entities or non-profits. Thus, the opportunity to implement market-driven development is limited and dependent to a large extent on the willingness and ability of these public and non-profit entities to either participate in public/private ventures or sell/lease properties to the private sector.

Major land use categories that could emerge are associated with medical facilities that are not present in the vicinity of the MLK campus. These include:

Long-Term Care Facilities

As the population ages, it is likely that demand for long-term care will expand. Included in this classification are assisted-living facilities, medical residential facilities and senior care facilities.

Medical office

One class of land use that is typically present in neighborhoods adjacent to medical centers is medical office. The current office space that is available in the Willowbrook area is older and smaller scale, generally not particularly well-suited for conversion to medical offices.

Industrial

Industrial land uses are frequently associated with hospitals including commercial laundry facilities, warehouse storage facilities or biomedical industries including medical device manufacturing and research oriented flex industrial space. Specific advantages associated with the site support this use including proximity to I-105, the Alameda corridor and the availability of transit nearby.

Transit Oriented Development

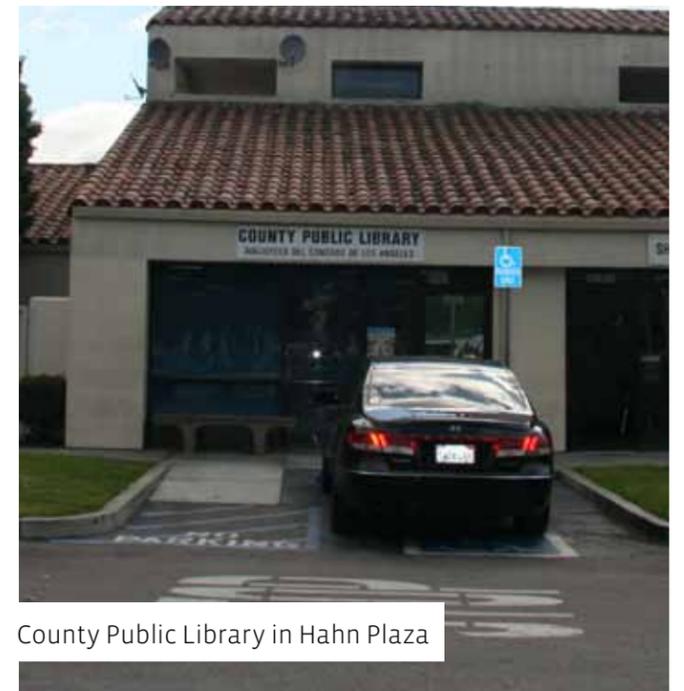
The presence of the Rosa Parks Metro station is a major strategic advantage for future development at the MLK Medical Center Campus making the Kenneth Hahn Plaza parcels a potentially attractive site for transit oriented development. A likely future alternative for TOD development would be a more residential based development program.

Medical Research Entities

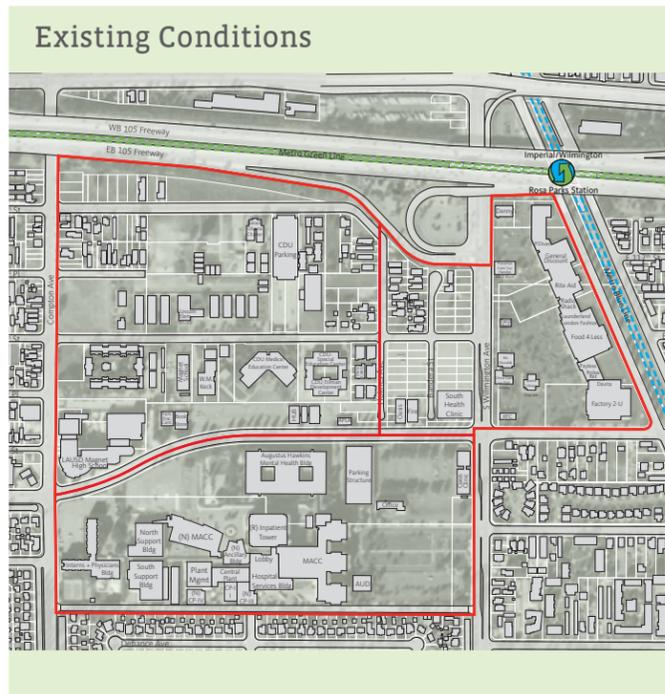
While there is considerable interest in attracting biomedical medical research facilities to the MLK Medical Center Campus, the site will find itself in competition with other existing and emerging medical clusters in Southern California as a whole and Los Angeles in particular. The capacity to induce biomedical research to locate at the MLK Medical Center Campus will depend strongly on the ability of Charles Drew University to secure funding for medical research.



Retail Anchor in Hahn Plaza



County Public Library in Hahn Plaza



Existing Multi Ambulatory Care Center (MACC)



Augustus F. Hawkins Mental Health Building

Existing Conditions

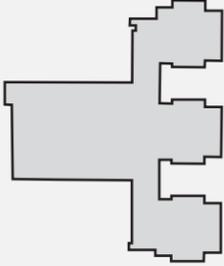
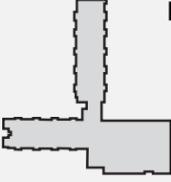
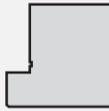
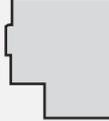
Existing Conditions

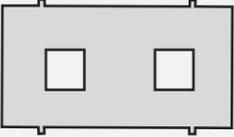
Currently, 29-percent of the 42-acre campus is undeveloped and has the potential for diverse health-related uses that support existing medical services. A majority of the existing structures are obsolete and/or under-utilized while open spaces are uninviting and lack amenities. Detailed descriptions of the existing campus facilities and infrastructure can be found in the Analysis Findings Report (June 2011).

Facilities Condition

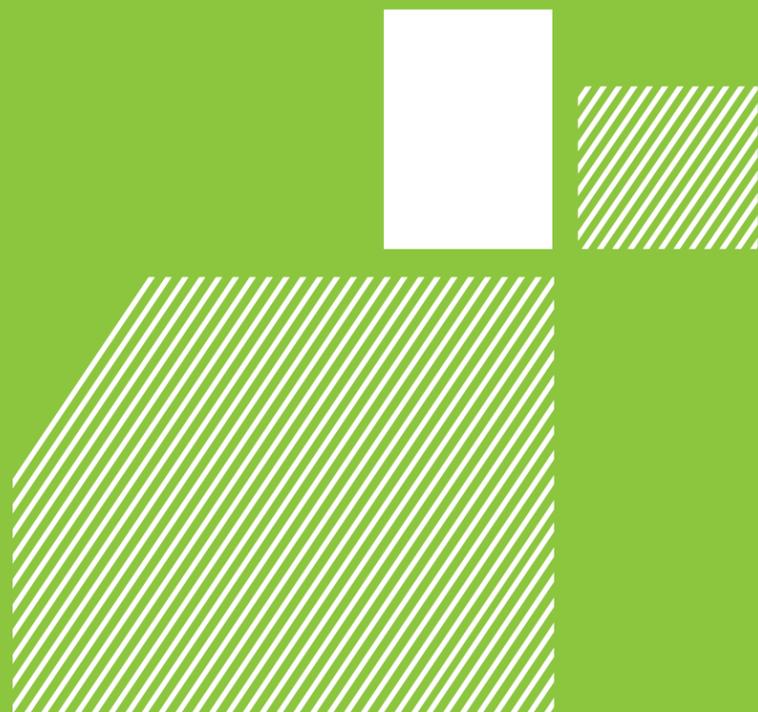
A Facilities Condition Assessment, functional program and consideration of each facility's impact on the Campus Master Plan provides the basis for recommendations of future disposition. Future scenarios examined existing buildings for potential demolition, adaptive reuse, renovation or retention. The Facilities Condition Assessment (June 2011) was based on findings from a variety of existing reports, the HMC Master Plan for Tier I and drawings provided by the LA County Department of Public Works. It is important to recognize that the accuracy of this data is limited by the timing of this Master Plan, which was in preparation before completion of the Tier 1 scope of work and the limited extent of the examination of the facilities.

Disposition Study

BUILDING	CURRENT USE	POTENTIAL USE	DISPOSITION RECOMMENDATIONS
 <p>Existing MACC</p> <p>Year Constructed: 1960's</p>	<ul style="list-style-type: none"> • Outpatient Care • Administrative Services <p>Square Footage: 495,335 Levels: 6</p>	<ul style="list-style-type: none"> • I-2 Occupancy - Inpatient Care • OSHPD 3 Occupancy, Non Hospital Outpatient and Clinic • B Occupancy - Medical Office Building 	<p>DISPOSITION RECOMMENDATIONS</p> <p>As a basis for determining a realistic disposition recommendation, the Master Plan Team summarized building condition data from existing studies and analyzed potential building reuse scenarios and the MACC's impact on the MLK Medical Center Campus. Further consideration by the County is recommended prior to the County's final decision on the MACC disposition. This may include:</p> <ol style="list-style-type: none"> 1. Detailed cost estimates, 2. Issuing a request for proposals to the development community that test the viability of reuse and renovation of the MACC building, 3. Phasing strategies <p>The MACC building is recommended to be demolished as a part of a comprehensive, long-term phasing strategy for the MLK Medical Center Campus. The basis for the recommendation include:</p> <ul style="list-style-type: none"> • The building's central location impairs flexibility of the MLK Medical Center Campus Master Plan. • The building's location is incompatible with future expansion needs of inpatient and outpatient services. • The location of the building is an obstacle to dedicated emergency access from the south and east. • An appropriate size and suitable program for adaptive reuse has not been identified at the time of this report. • A new ground up facility, appropriately sized, may cost less than renovating the existing building. • Although there is a financial benefit to the reuse of the existing structure, the savings in cost compromises the outcome of the overall Campus Master Plan. • The capital investment required by any reuse is substantial and does not result in a high quality or appropriate facility for the identified potential uses.
 <p>Interns and Residents</p> <p>Year Constructed: 1970's</p>	<ul style="list-style-type: none"> • Administrative Services on First Floor • Former Residential Services, currently vacated <p>Square Footage: 124,391 Levels: 6</p>	<ul style="list-style-type: none"> • Residential 	<p>This Building has strong indications of settling, with uneven floor decks. An architectural and structural remodel would be significant, in order to re-use the building. The shape of the building is not conducive to efficient re-use. The cost of upgrade versus replacement is too high. The Consultant Team recommends demolition of the building.</p>
 <p>Existing Parking Structure (501 spaces)</p> <p>Year Constructed: 1970's</p>	<ul style="list-style-type: none"> • Parking <p>Square Footage: 150,400 Levels: 5</p>	<ul style="list-style-type: none"> • Parking 	<p>There is no mandatory structural upgrade required for this building. However, it would be beneficial to upgrade the Parking Structure to California Building Code 2010 Life Safety Criteria.</p>
 <p>North Support</p> <p>Year Constructed: 1973</p>	<ul style="list-style-type: none"> • Administrative Services • Data Center • Facilities Operations <p>Square Footage: 52,276 Levels: 2</p>	<ul style="list-style-type: none"> • Support Services/ Administration • Engineering and Campus Support 	<p>This building occupies 'prime' real estate within the campus. Being adjacent to the new MACC building limits the scope for future expansion. This location would be better utilized with a four level, more efficient building, aesthetically consistent with the adjacent new development. The consultant team's recommendation is to consider this building as a future candidate for demolition, when its existing services are relocated and the site area near the new MACC is further developed.</p>
 <p>South Support</p> <p>Year Constructed: 1970's</p>	<ul style="list-style-type: none"> • Warehouse • Supply, Receiving & Distribution <p>Square Footage: 34,762 Levels: 1</p>	<ul style="list-style-type: none"> • Storage and Distribution 	<p>This building is not in a prominent location compared to the North Support Building because it is adjacent to the service yard areas and has its main access from the service road. The Consultant Team recommends retaining the warehouse function of this building to serve the entire campus in the future.</p>

BUILDING	CURRENT USE	POTENTIAL USE	DISPOSITION RECOMMENDATIONS
 <p>Plant Management</p> <p>Year Constructed: 1973</p>	<ul style="list-style-type: none"> Central Services <p>Square Footage: 15,648 Levels: 1</p>	<ul style="list-style-type: none"> Keep Existing Use 	<p>This building is currently serving the entire campus. The Consultant Team recommends retaining the building and maintaining its functions.</p>
 <p>Oasis and Genesis Clinic</p> <p>Year Constructed: 1970's</p>	<ul style="list-style-type: none"> Clinical Services, currently vacant <p>Square Footage (Oasis): 2,580 Levels: 1</p> <p>Square Footage (Genesis): 2,100 Levels: 1</p>	<ul style="list-style-type: none"> N/A 	<p>These two buildings are temporary structures, which are currently non-operational. The Consultant Team recommends removal or demolition of the buildings.</p>
 <p>Ted Watkins</p> <p>Year Constructed: 1970's</p>	<ul style="list-style-type: none"> Office Space supporting the campus <p>Square Footage: 10,950 Levels: 2</p>	<ul style="list-style-type: none"> N/A 	<p>Ted Watkins building is not a structure of significance. The building is somehow isolated within the context of the entire campus. The Consultant Team recommends removal/ demolition of this building when its current use becomes obsolete or is relocated.</p>
 <p>H. Claude Hudson Auditorium (HCH)</p> <p>Year Constructed: 1973</p>	<ul style="list-style-type: none"> Assembly Functions Community Meetings <p>Square Footage: 3,922 Levels: 1</p>	<ul style="list-style-type: none"> Keep Existing Use 	<p>This building is connected to the existing MACC. The Consultant Team recommends removing the building when/ if the existing MACC is demolished.</p>
 <p>Hawkins Mental Health</p> <p>Year Constructed: 1980</p>	<ul style="list-style-type: none"> Mental Health services Main Clinical Lab <p>Square Footage: 226,800 Levels: 3</p>	<ul style="list-style-type: none"> Mental Health Services Inpatient Support Services: <ul style="list-style-type: none"> Clinical Lab Inpatient Pharmacy Imaging Central Processing Storage/Biomed 	<p>This building is connected to the existing MACC building. Based on SB1953 report the OSHPD rating of the building is SPC 4. Based on SB499 report the rating is between SPC2 & SPC5. The building retains a good structural system which allows the re-use for Inpatient services beyond 2030. The architecture suggests a very institutional look and plan not conducive for any patient care use. The building occupies a highly visible site on the campus limiting access by the general public and compromising expansion opportunities and new facility locations. In the event that the building is retained for mental health services the Consultant Team recommends redesign of patient care areas and ADA upgrade of the building.</p>

5.0 PLANNING STRATEGY



Planning Strategy

Overview

A structured approach to the development of the Campus Master Plan is provided by adherence to a rigorous process. This process is built on research and analysis, development of agreed upon project objectives, guiding principles and the creation of a flexible framework for physical improvements responding to identified critical issues. The master plan framework incorporates traditional planning techniques and elements, but considers a broader range of interconnected solutions that better respond the complexity of creating a community of health and wellness. This systems approach to planning enables a holistic approach to the development of the Campus Master Plan.

Ultimately, the MLK Medical Center Campus Master Plan envisions a future that develops and thrives over 20 years, but is pragmatic, enabling short-term impactful improvements. The identification of strategies and program elements, their organization, placement and relationship in the Study Area is constructed by a response to existing conditions and facilities, required adjacencies and by understanding the current land ownership and opportunities for near term and long term development as well as their impact on the creation of a community of health and wellness.

Planning Principles

During the master planning process, analysis of the Campus Master Plan Study Area culminated in identification of issues to be examined during the development of the Campus Master Plan. These Planning Principles incorporate diverse perspectives and impacts, through the synthesis of research, community and stakeholder input allowing decision-makers to identify, plan and achieve goals. The Planning Principles provide a definitive direction for the final MLK Medical Center Campus Master Plan and a measure of evaluating its success.



1. Wellness

Support community and individual wellness with an accessible range of preventative care and healthcare choices within the MLK Medical Center Campus and the Campus Master Plan Study Area.

Wellness is supported by a broad range of activities and preventative healthcare measures. Public Health's focus on major disease epidemics is primarily concerned with obesity and diabetes, which can be controlled by physical activity, education and diet. Access to recreation, viable transportation choices, fresh food and health providers in the community as well as a well-designed environment that supports active living are the foundation of a healthy lifestyle.



2. Education & Research

Provide a variety of learning programs, a fundamental component for individual and community success.

Opportunities to increase knowledge and skills that prepare individuals for success are provided by a mix of educational institutions with a broad range of subjects. Education for children and life-long learning activities promote and reinforce healthy behaviors and habits. Easy and safe access to educational programs improves attendance thereby increasing the benefits of learning. Programs that focus on health and wellness build on existing community institutions and offer opportunities to in-transition workers, low-wage earners and the local workforce. Education can be incorporated into the designed district by way of features like an educational and historical pedestrian promenade connecting major origins and destinations in the community.



3. Economic Development
 Encourage investment and activities that generate job opportunities and the establishment of viable businesses, leading to sustained economic success.

A community’s health is directly linked to the economic success of its families and individuals. Economic sustainability can be promoted by facilitating investments in the community that are high-quality, proactive, oriented to healthy communities, culturally sensitive and locally based. This mix of local jobs and residences within a neighborhood contributes to economic sustainability. Long term investments in infrastructure (particularly permanent investments like rail) can attract private sector investment in a particular district. Infrastructure like street design, pedestrian corridors and parking facilities can also be used to leverage and support economic growth.



4. Public Safety
 Establish a safe and secure environment.

Safety is a primary requirement of a successfully functioning neighborhood. It increases personal freedom, access and community resiliency. The safety of individuals and the neighborhood in and around the MLK Study Area will be increased by a reduction in physical, mental and perceived violence. Natural surveillance, increased activity for 24-hour use and enhanced environments improve the perception of safety and contribute to a more secure environment. Operational investments like maintained facilities, enforced regulations and use of district “ambassadors” can support the momentum of a safer community.



5. Community
 Increase the sense of community by encouraging participation, commitment, shared values and communication.

An individual’s feeling of belonging reinforces kinship which is central to personal security and health. A successful community requires individual’s engagement, leadership and critical input to ensure that planning, programming and proposed policies reflect and align with community needs and values. Conversely, community institutions are stronger when they are culturally aware and responsive, reflecting the preferences and values of their neighbors. Connecting the community land uses, investing in connective infrastructure, investing strategically in the community and branding the district’s identity can all contribute to well-knit environment for a community to thrive.



6. Accessibility & Movement
 Enable easy access to multiple modes of transportation allowing greater movement within the community and increased connectivity with the surrounding region.

Mobility, in a city, is a fundamental to opportunity. The ability of community residents and visitors to easily access employment centers, schools, health care, shopping and recreation is improved by the existence of multiple modes of transportation. Transportation choices should accommodate persons of all ages and abilities and include easy access to public transit. Improving pedestrian and bike friendly travel contributes to a more connected community. These modes of transportation are more environmentally friendly by lowering our carbon footprint while promoting a more active lifestyle. Investment in a well-designed, connective, transportation infrastructure yields tremendous returns through a sustainable community that supports the focus of a healthy community.



7. Environmental Quality
 Enhance the quality of natural resources and connectivity with nature and open space.

High quality environmental design improves public health requiring good air and water quality and protection from environmental hazards. A connection with nature, through parks and open space, provides relief from the chaos of urban environments. Mitigating impacts from climate change provide long term benefits to environmental sustainability. Sustainable design features on walkable thoroughfares, in parking facilities, though landscape architecture and other elements can all contribute to a healthier environment.



8. Land Use
 Support a healthy mix of land uses that support vibrant, sustainable and healthy individuals and communities.

Physical surroundings can have a positive impact on health and wellness of individuals and the community. Land uses that encourage social interaction, contain an accessible mix of business and residences and provide sufficient open space promote vibrant and sustainable communities and healthy lifestyles. Land uses accommodating and supporting physical activity, healthy environments, nutritious food choices, easy access to transportation and personal safety promote community health and wellness. Recognizing some transportation features and components as land use instead of just infrastructure can dramatically and positively contribute to a well-connected healthy community.

“Health promotion is the process of enabling people to increase control over, and to improve, their health. It moves beyond a focus on individual behaviour towards a wide range of social and environmental interventions.”

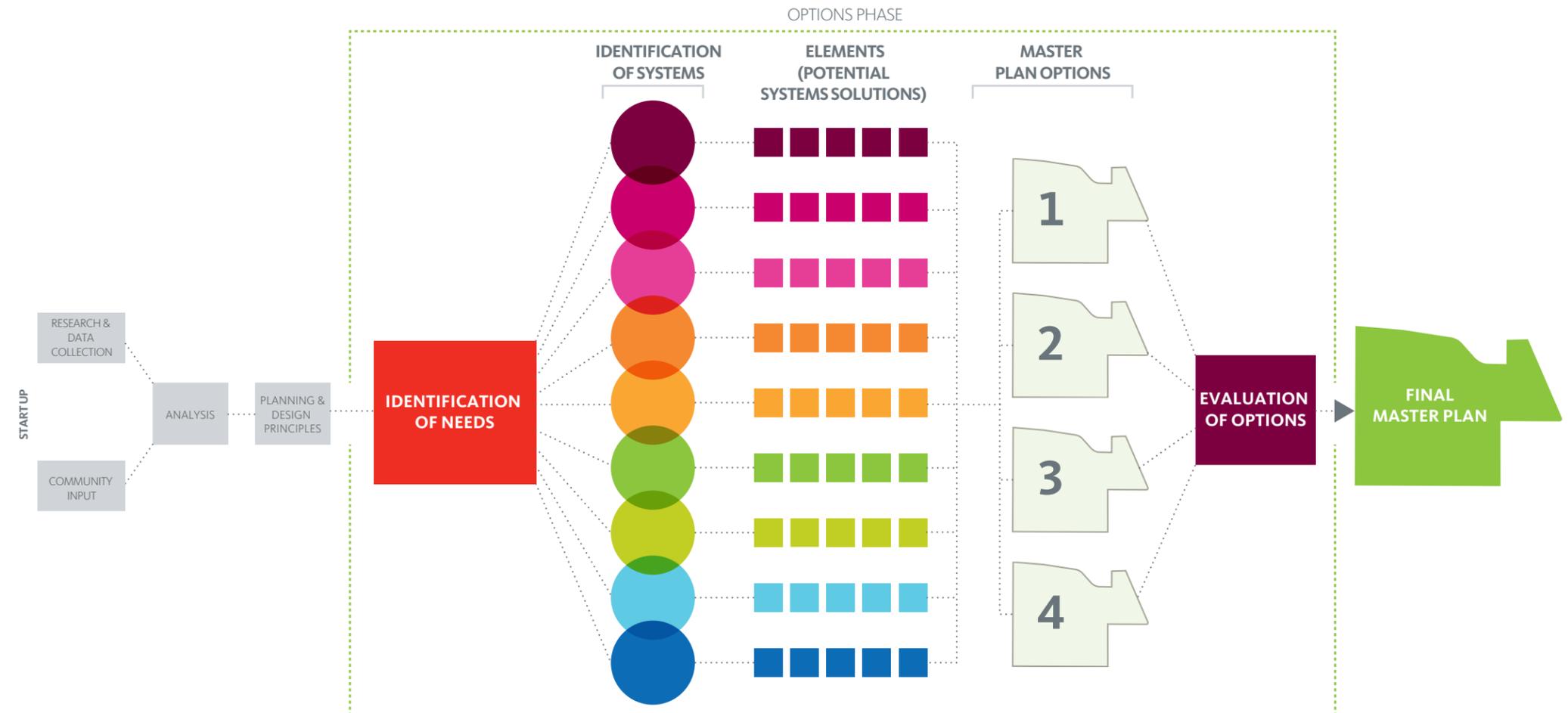
-World Health Organization

Systems Approach to Master Planning

Creating a community of health and wellness is complex and requires a multifaceted approach which incorporates programmatic and physical improvements. The needs identified for this effort go beyond typical land use, density, circulation and open space, found in most master plans.

A comprehensive response to the creation of the Campus Master Plan provides a structure for an inclusive set of

interdependent elements forming the basis of alternative solutions in the master plan options. Responding to project objectives, stakeholder needs, community input and detailed research during the Analysis Phase, a systems approach to master planning incorporates traditional planning techniques and solutions, but also seeks to better identify, solve, relate and support the ultimate project goal of creating a community of health and wellness.



Systems of the MLK Medical Center Campus Master Plan

01

Identify

Identify systems, insufficient or lacking elements, which are critical to attaining successful outcomes relative to project objectives and planning principles.

02

Solve

Solve for the individual insufficiencies or lack of elements in an independent, solution-oriented approach.

03

Relate

Ensure that independent system solutions physically relate to one another in terms of adjacencies, cohabitation of physical space and reducing redundancies.

04

Support

Ensure that systems support one another, leading to a symbiotic, mutually beneficial and sustainable relationship.



System Solutions

The key to implementing a systems approach is the intrinsic understanding that **issues are not solved by single, independent measures, but are supported by a range of physical facilities and programmatic offerings that are inter-related.** These measures can be used to support more than a single system. As a result, system elements need not be extravagant or vast. They may be small, incremental changes that occur over time. Each facility and/or program should at a minimum provide a positive benefit to one system, but are more impactful by supporting multiple systems.



Health Care Facilities



Education & Research



Movement & Mobility



Economic Opportunity



Food & Nutrition



Community



Recreation & Fitness



Environmental Infrastructure

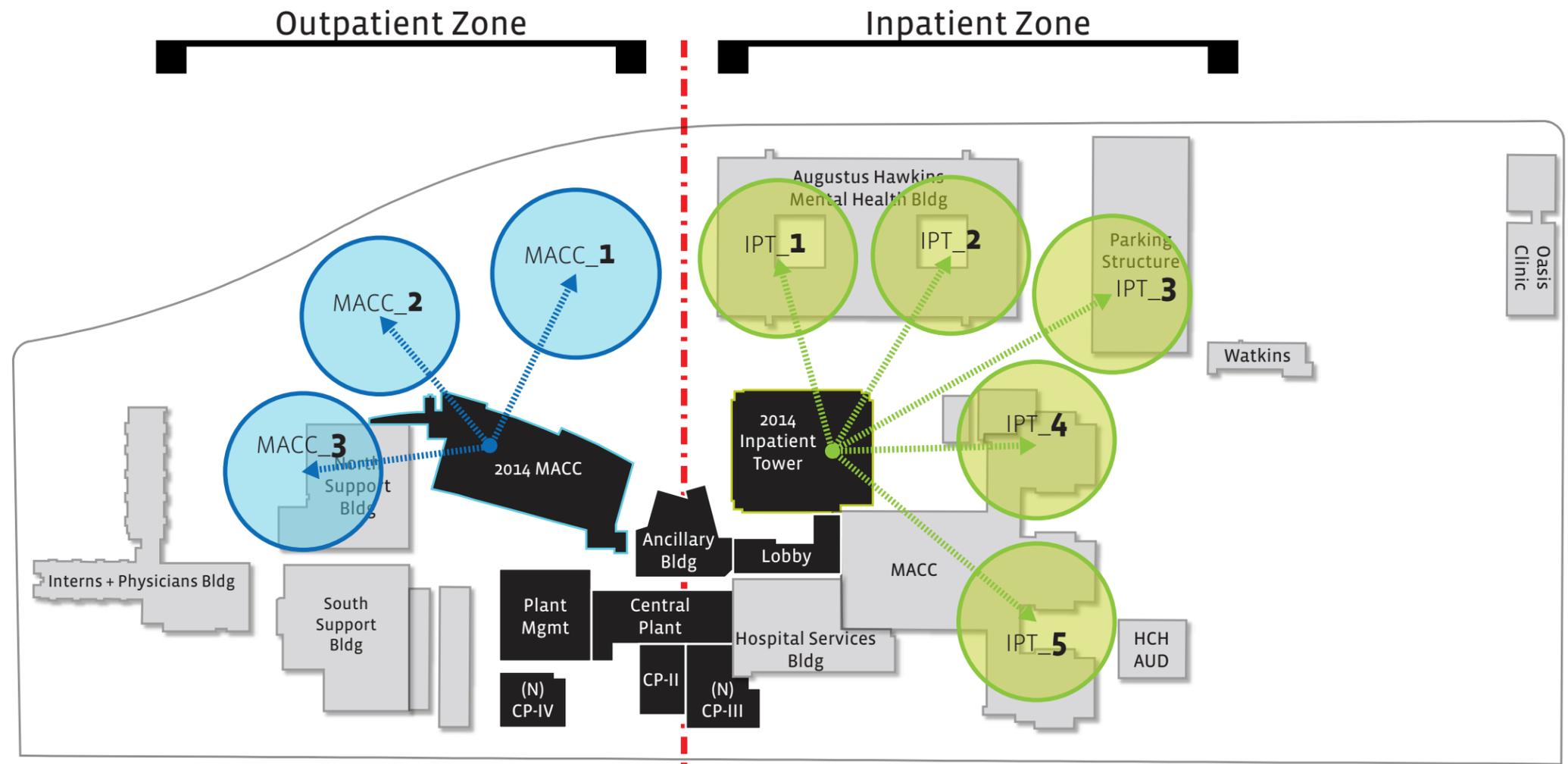


Safety

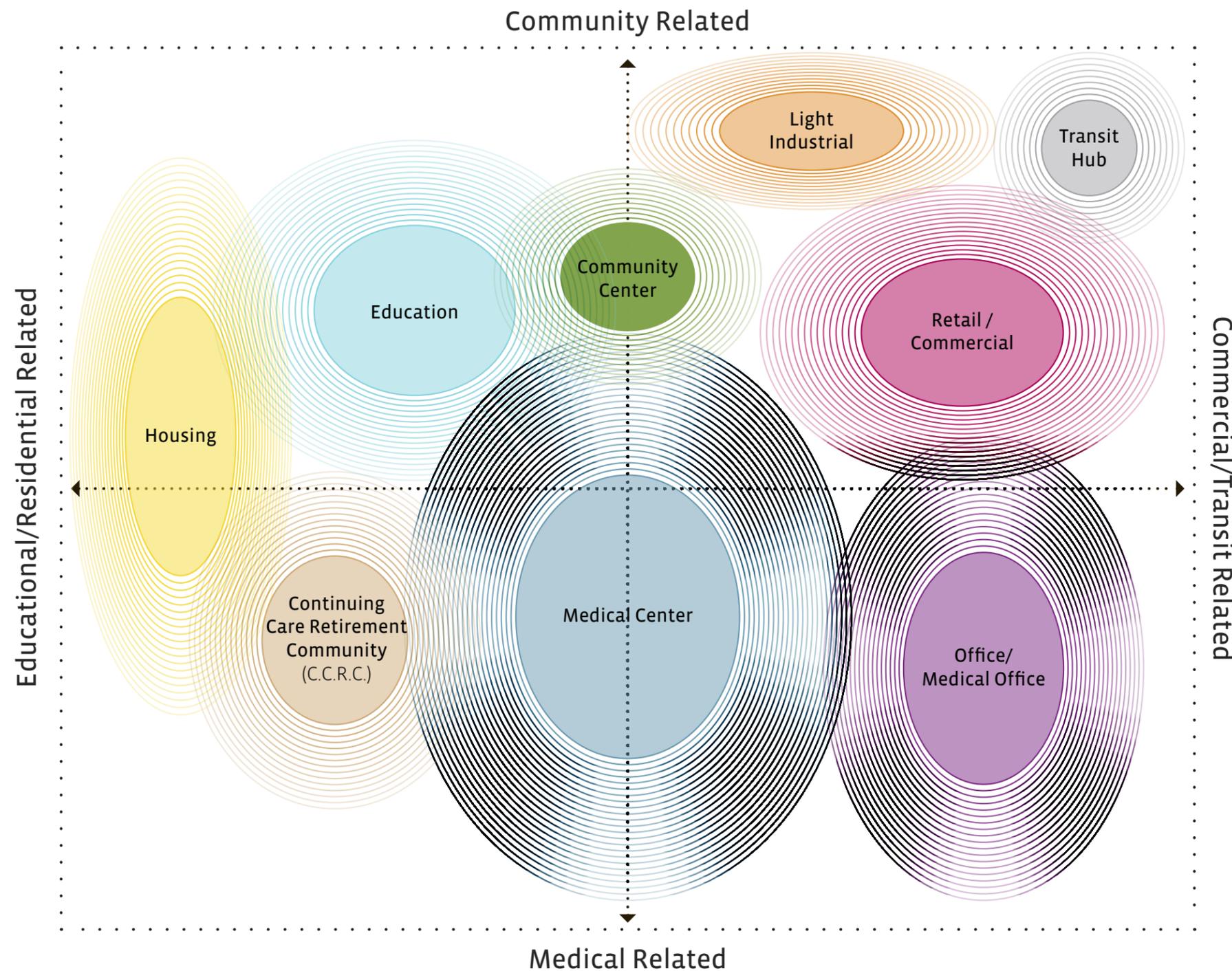


MLK Medical Center Campus Master Plan Organizing Strategy

Organizational studies informed an array of issues over a range of scales leading to the location, connection and type of improvements. Future development patterns and zones were determined by understanding current building status/disposition of adjacent facilities, circulation patterns, service zones and parking supply. A detailed adjacency study of the MLK Medical Center Campus included potential zones for placement of outpatient and inpatient expansion facilities. In general, placing future expansion of outpatient/inpatient services in close proximity to existing outpatient/inpatient services was deemed optimal.



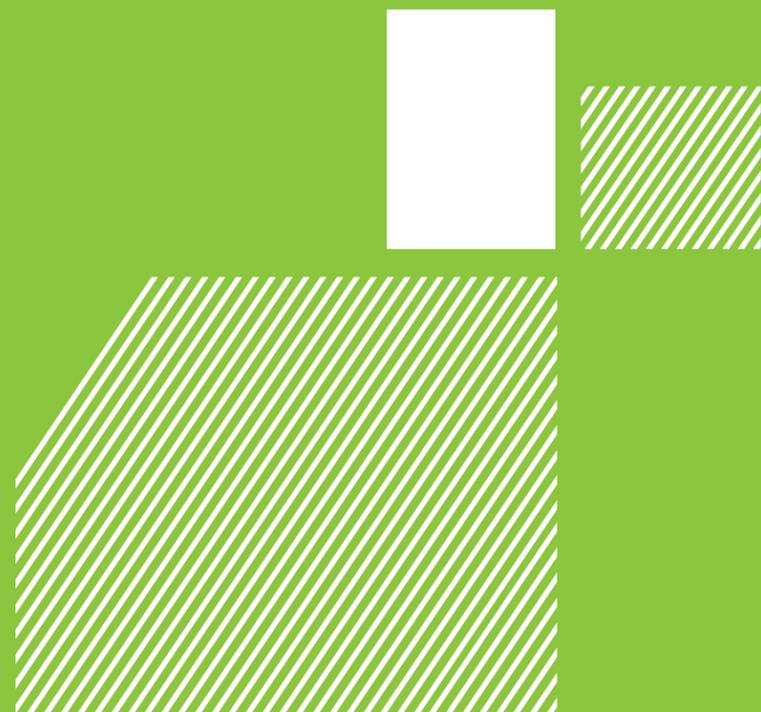
- Legend:**
- Potential MACC Expansion Location
 - Potential Inpatient Tower Expansion Location
 - Building to Remain
 - Candidate for Demolition



Community Vision Strategy

In the diagram, the vertical axis organizes potential development based on medical or community relationships. The horizontal axis, in a similar fashion, places development based on educational/residential friendliness or commercial/transit friendliness. The relationships between new and existing uses are mapped using this methodology.

6.0 OPTIONS & EVALUATION



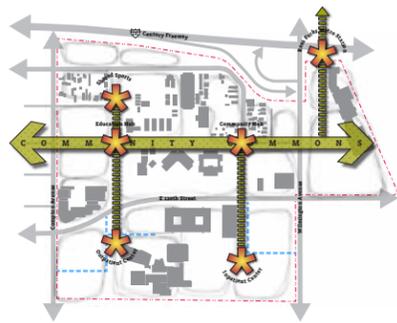
Options

Overview

The Campus Master Plan Options test various directions for facilities, open space and infrastructure within the Study Area. Each Option is distinct, purposefully differing from the others in order to more easily critique the advantages and disadvantages of each possible direction. A primary organizing element in these Options is an open space and connectivity component, which determines the framework and organization of each. The four Options developed to fully explore potential adjacencies, densities, uses, open spaces and connectivity directions are; **Community Commons, Health Spine, Central Core and Active Grid.**

Study Area Organization





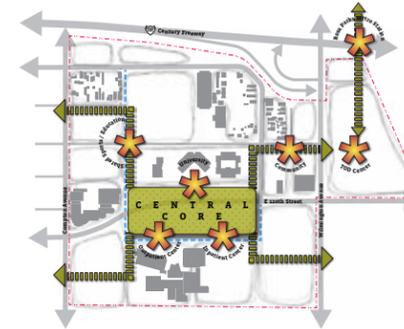
Community Commons

The Community Commons reconnects the existing community, both within and adjacent to the Study Area, to the existing and proposed uses. Fundamental to the Community Commons, is the shift of the primary community circulation and connectivity formerly located on 120th Street by converting a portion of 118th Street into a common green, pedestrian-only corridor. Within the commons, a range of amenities enhance the sense of community and reinforce a healthy and active lifestyle.



Health Spine

The Health Spine incorporates an active, flexible and linear open space as the primary organizing feature. The Spine increases connections to services and amenities through use of a pedestrian and bike friendly circulation element, reducing conflicts caused by vehicular and emergency service traffic. It also provides a strong link between community assets. Key to the concept is the ability to create a variety of open spaces easily accessible to all users in the Study Area.



Central Core

The Central Core, characterized by significant multi-faceted and flexible open space, provides front doors to both the medical and educational campuses. It focuses open space resources, connectivity elements and community assets into a concentrated area with a multitude of uses including active and passive recreation areas, community gardens and outdoor performance areas.



Active Grid

The Active Grid re-establishes a walkable, interconnected community, evocative of the community's agrarian roots and reduces the physical scale of the urban fabric. Creating focused density allows for the provision of numerous smaller open spaces and plazas. At the same time the Active Grid allows for the retention of underutilized land for future development opportunities.

Options Evaluation

Overview

The Client and Consultant team, based on formally identified criteria and discussion of quantitative and qualitative factors, evaluated the Options. The evaluation spans several types of assessments that compare and contrast the organizing concept and elements of each. The evaluation criteria are comprised of a multitude of factors – those critical for success, broad qualitative aspects, quantitative issues as well as base metrics.

The evaluation resulted in the identification of a preferred hybrid Option that included advantageous directions from other Options. Development of the preferred Option is the basis for the Final Campus Master Plan presented in this document.

Quantitative Evaluation

The quantitative evaluation provides a framework for assessment of each Option as measured against the Planning Principles. A matrix provided a numerical basis for consideration of four factors critical to each of the Principles. Each of the four factors was ranked by the Client and Consultant team. The outcome of the quantitative evaluation was the preference of the Health Spine option, thought to be the most responsive to the Planning Principles.

Qualitative Evaluation

The qualitative evaluation of the Options focused on critical design components. These critical design components offer clear insight into the differences among the Campus Master Plan Options through a broad ranging discussion on the specific advantages and disadvantages of the Options' approach toward the goal of creating a community of health and wellness.

The components include the primary planning components of the MLK Medical Center Campus:

- **Organizing Concept**
- **Medical Facilities (Retention / Expansion / Demolition)**
- **Emergency Circulation**
- **Land Use**

Components of the Study Area contributing to a community vision of health and wellness included:

- **Kenneth Hahn Plaza Development**
- **Shared Sports Facility**
- **University Expansion**
- **Residential Development**
- **Open Space Development**

Critical Factors for Success

Ultimate success of the MLK Medical Center Campus Master Plan depends on achieving the following economic goals, possible through a vision for the community beyond the campus boundaries:

- **Job Creation**
- **Enhanced Private Sector Investment**
- **Increased Economic Success for Individuals and Businesses in the Community**

Final Evaluation

In addition to the emphasis on creating a community of health and wellness, each Option was measured against each other in relation to the planning principles, but also in terms of economic, regulatory and political feasibility. Each Option envisioned varying levels of public and private sector real estate and infrastructure intervention. Understanding the costs and benefits of each contributed to the selection of the preferred Option and its evolution into a Final Master Plan that makes the most sense in terms of both design and economics.

Community Commons



Central Core



Evaluations

- S.F. Program
- \$ Economic
- #'s Principles
- +/- Components

**Final
Campus
Master
Plan**



Health Spine



Active Grid

Preferred Option

The Wellness Spine

The preferred Option derived from the evaluation process, the Wellness Spine, utilizes an iconic open space as the principle organizing element of the MLK Medical Center Campus Master Plan. This feature enhances the existing street and block system allowing increased connectivity throughout the larger community and promotes active and healthy lifestyles. This identifiable component of the urban fabric is able to directly respond to the project objectives formalized earlier in the planning process by:

- **Providing connectivity between the MLK Medical Center Campus, Rosa Parks Metro Station and other community assets.**
- **Encouraging alternative modes of transportation.**
- **Improving recreational opportunities.**
- **Increasing the amount and variety of open space available to the Community.**
- **Supplying fresh food options by integrating gardens and orchards.**
- **Creating a unique identity for the MLK Medical Center Campus and the Willowbrook MLK Wellness Community, focused around a community of health and wellness.**



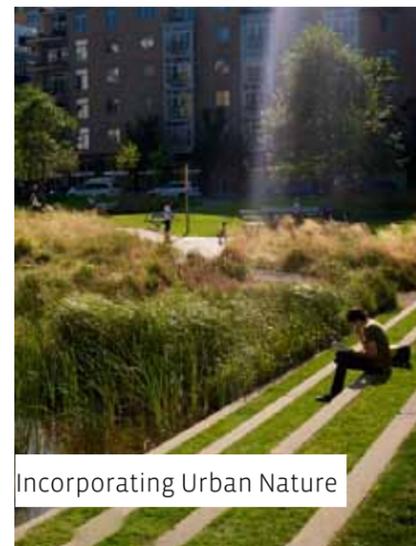
Integrated buildings & landscapes



Seating Areas With Landscape



Gathering Spaces



Incorporating Urban Nature

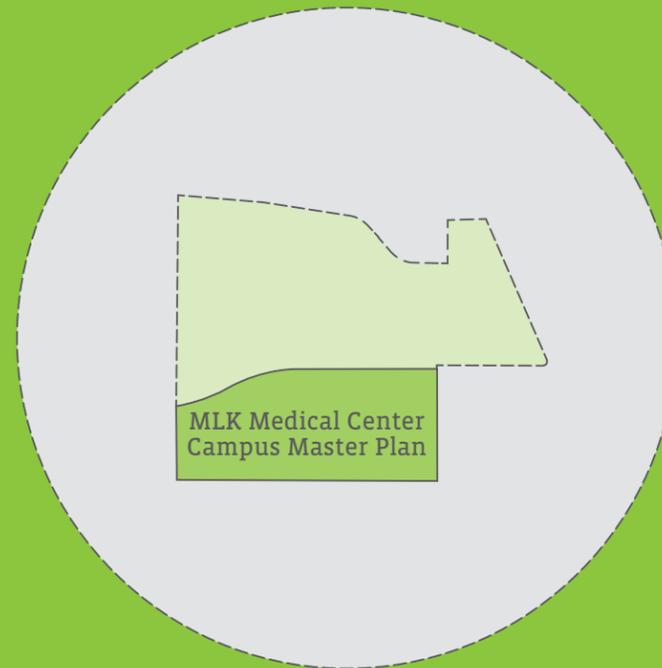


Multi Modal Path



Preferred Master Plan Concept

7.0 MLK MEDICAL CENTER CAMPUS MASTER PLAN



MLK Medical Center Campus Master Plan

Overview

The MLK Medical Center Campus Master Plan provides for the future growth and development of the 42 acre County-owned campus, with the aspiration of creating a broader community of health wellness centered around the existing facilities and services. Although a future vision for the surrounding community is integrated into the Campus Master Plan, the primary focus is on the framework and recommendations for the MLK Medical Center Campus.

The Campus Master Plan framework utilizes conventional planning techniques, as well as an extensive network of solutions that better respond to the complexity of creating a center of health and wellness. Programs and elements responding to complex systems such as movement and mobility, recreation and fitness, food and nutrition and principally, health facilities are integrated into the final Campus Master Plan.

The Wellness Spine is the primary organizing element and identifying feature for the campus enhancing connectivity to the community beyond. The Wellness Spine establishes the primacy of active lifestyles through the promotion of walking, biking and socializing. Further health and environmental benefits are provided by the new health park and a series of connected gardens and open spaces throughout the campus. This strategy maximizes usability and flexibility of the open space resources rather than employing a singular uniform approach across dissimilar development sites.

Land uses compatible with the existing facilities and campus neighbors are proposed for areas currently vacant, underutilized or occupied by deteriorating and/or unoccupied facilities. These uses anticipate future demands of the health care system by providing a range of medical and preventative health facilities with compatible commercial, retail and residential facilities. Proposed modifications to the vehicular circulation simplify wayfinding and minimize pedestrian-

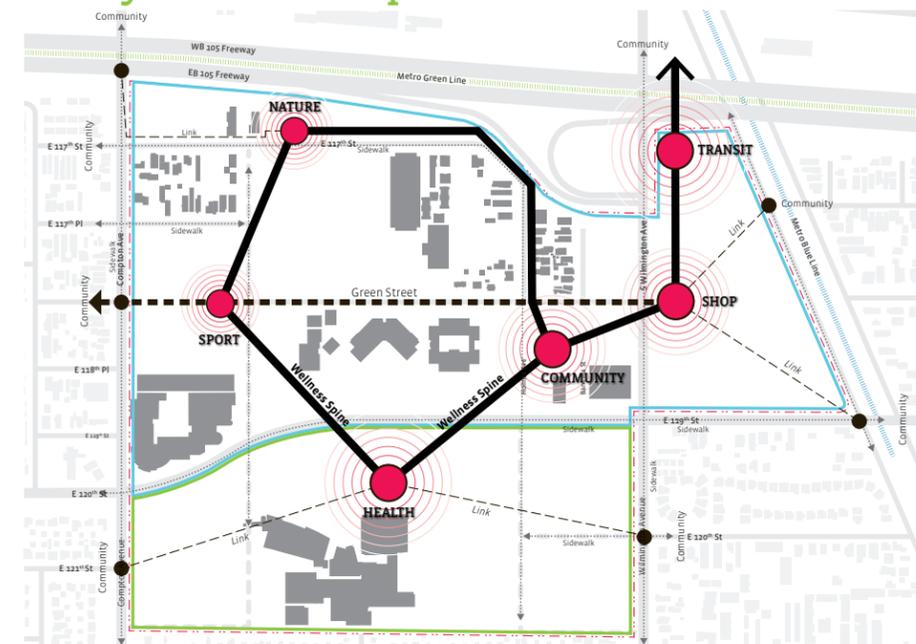
vehicular conflicts while providing convenient access to facilities and parking. All systems that comprise the Campus Master Plan framework are guided by considerations of sustainability and urban design best practices.

The Campus Master Plan creates a broad-based center of health and wellness utilizing existing and proposed health, education and economic development resources, while enhancing an overall sense of place in the South Los Angeles community.

Study Area Organization



Study Area Concept









MLK Medical Center Campus Health Park & Wellness Spine

Building Retention & Demolition

Recommendations for the future status of the existing buildings located on the MLK Medical Center Campus are based on the Facilities Condition Report (2011). The report summarizes existing building condition data from existing studies, an analysis of potential building reuse scenarios and each building's overall impact on the MLK Medical Center Campus mission and master plan. The recommendations for building retention and demolition is dependent on a phased approach occurring over many years. Further studies by the county may be necessary prior to demolition of existing facilities.

Buildings To Remain

Building	# of Floors	Total GSF
Inpatient Tower (2014)	5	194,000 GSF
MACC (2014)	4	138,200 GSF
Ancillary Building (2014)	1	12,800 GSF
Hospital Services	1	34,200 GSF
Plant Management	1	15,700 GSF
Central Plant (Phase 1 & 2)	1	24,200 GSF
Central Plant (Phase 3 & 4)	1	13,000 GSF
Total Existing Development to Remain		432,100 GSF

Potential Demolition

Building	# of Floors	Total GSF
B-1 Interns & Residents Building	6	124,400 GSF
B-2 North Support Building	2	52,300 GSF
B-3 South Support Building	2	34,800 GSF
B-4 Cooling Towers	1	24,100 GSF
B-5 Augustus Hawkins Mental Health Building	3	226,800 GSF
B-6 Emergency Room	1	3,300 GSF
B-7 Existing MACC	6	495,300 GSF
B-8 H. Claude Hudson Auditorium	1	3,900 GSF
B-9 Watkins Building	2	11,000 GSF
B-10 Oasis & Genesis Clinics	1	4,700 GSF
Total Building Area To Be Demolished		977,300 GSF



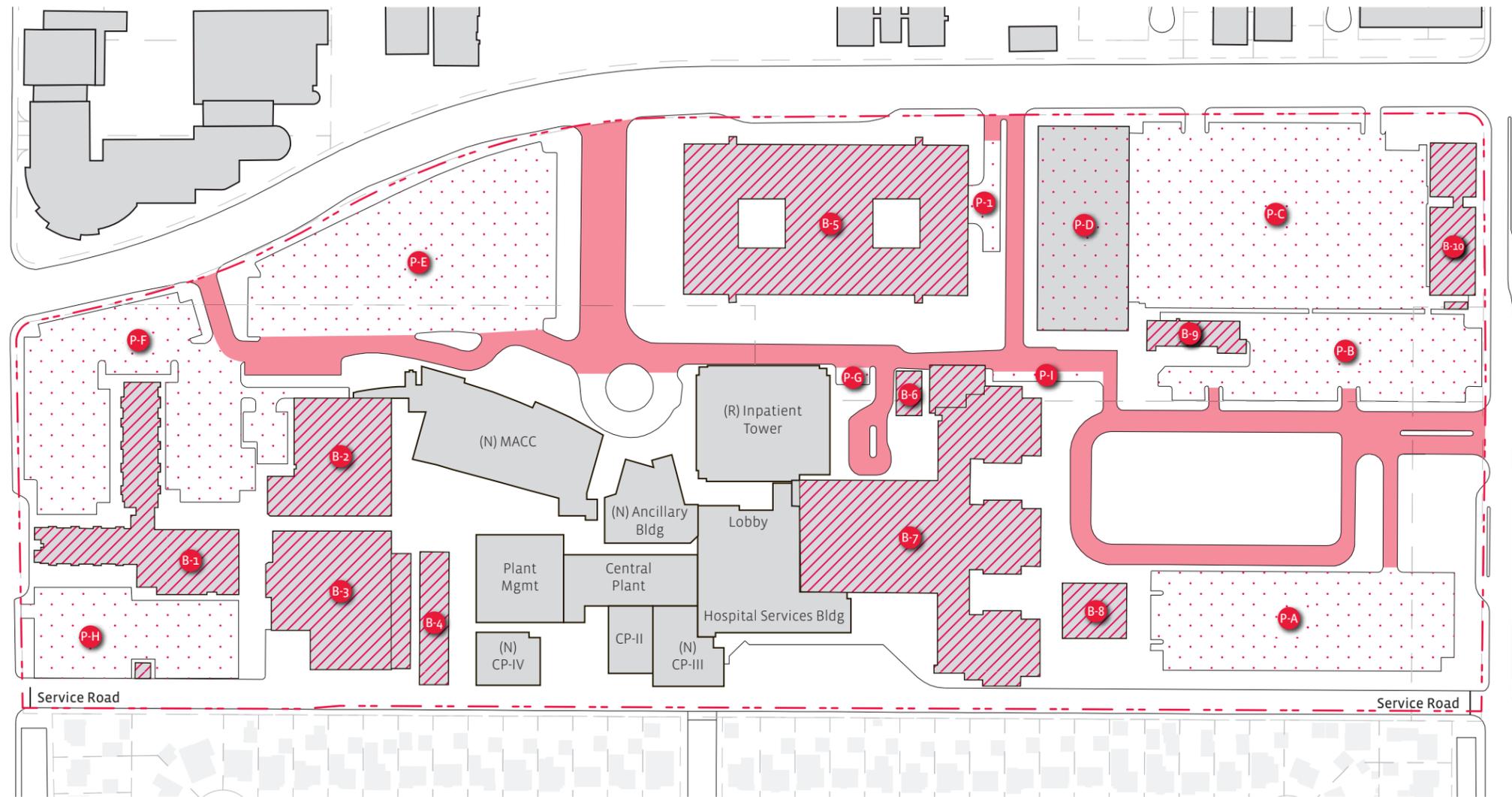
Interns & Residents Building



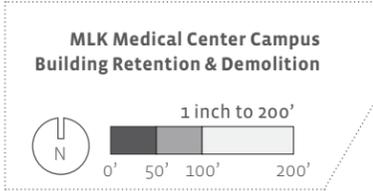
Augustus Hawkins Mental Health Building

Parking Lots & Structures		
P-A	Surface Lot A	198 Spaces
P-B	Surface Lot B	128 Spaces
P-C	Surface Lot C	324 Spaces
P-D	Parking Structure	501 Spaces
P-E	Surface Lot E	235 Spaces
P-F	Surface Lot F	224 Spaces
P-G	Surface Lot G	4 Spaces
P-H	Surface Lot H	106 Spaces
P-I	Emergency Parking	9 Spaces
	Total Parking Spaces To Be Relocated	1,729 Spaces

Driveways	
Campus Driveways	2.95 Acres
Total Driveway Area To Be Demolished	2.95 Acres



/// BUILDING RETENTION & DEMOLITION



- Legend:**
- MLK Medical Center Campus Master Plan
 - Building to Remain
 - Potential Building Demolition
 - Potential Parking Lot/Structure Demolition
 - Potential Driveway Demolition

Building Use

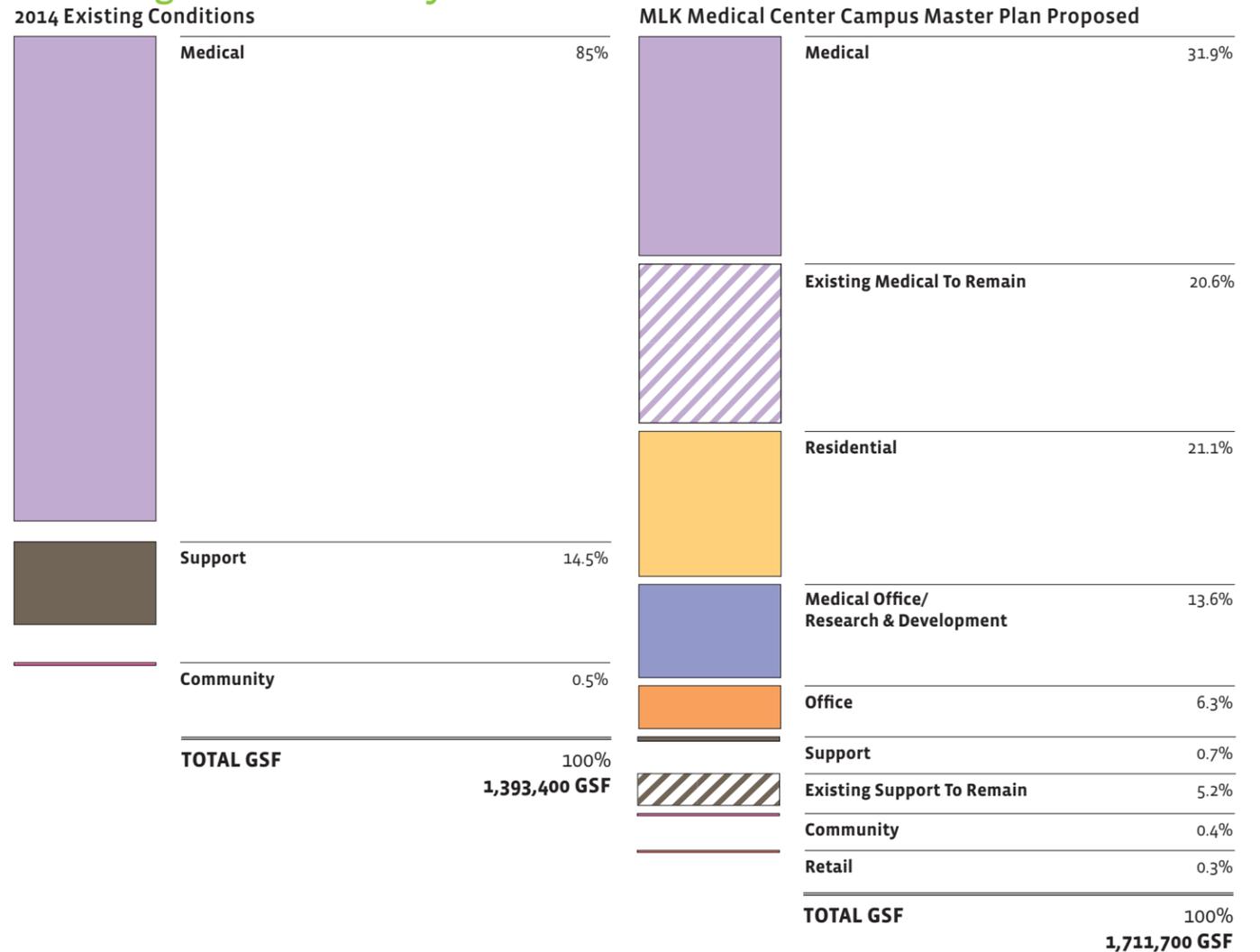
The MLK Medical Center Campus program has been developed through a series of stakeholder meetings, input from the community and by the Consultant team's assessment and benchmarking. Certain elements have been identified by their critical inclusion to the mission of the project or essential contribution to overall health and wellness. The program is more than a series of isolated elements and embodies an interrelated systemic solutions that resolves complex issues. The sizes and location of each program element are preliminary and further detailed study will be required during the subsequent design phases for each project and facility.

Preliminary Program

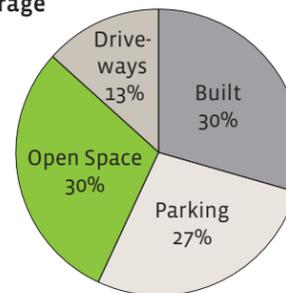
Building	# of Floors	Total GSF*
Medical		
Behavioral Health	2	68,900 GSF
Inpatient Expansion	10	230,900 GSF
Clinic Expansion	3	96,200 GSF
Outpatient Expansion	4	139,300 GSF
Total New Medical Development		535,300 GSF
Residential		
Skilled Nursing	4	95,900 GSF
Assisted Living	3	141,000 GSF
Senior Living	4	117,600 GSF
Total New Residential Development		354,500 GSF
Medical Office/Research & Development		
Research & Development	3	102,500 GSF
Medical Office 01	4	60,800 GSF
Medical Office 02	4	64,500 GSF
Total New Medical Office/ R&D Development		227,800 GSF
Office		
Office Expansion	4	105,200 GSF
Total New Office Development		105,200 GSF
Support		
Support Expansion	2	11,100 GSF
Total New Support Development		11,100 GSF
Community		
Auditorium	1	4,100 GSF
C.C.R.C. Community Center	1	1,900 GSF
Total New Community Development		6,000 GSF
Retail		
Health Related Retail	1	5,500 GSF
Total New Retail Development		5,500 GSF
Total New GSF		1,245,400 GSF
Existing GSF To Remain		432,100 GSF
Total GSF		1,677,500 GSF

EIR Tier II Maximum Allowable Development 2,719,696 GSF
 All program areas to be refined during subsequent design phases
 *Program areas based on conceptual master plan with 5% margin of error

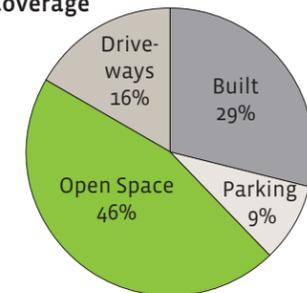
Building Use Summary

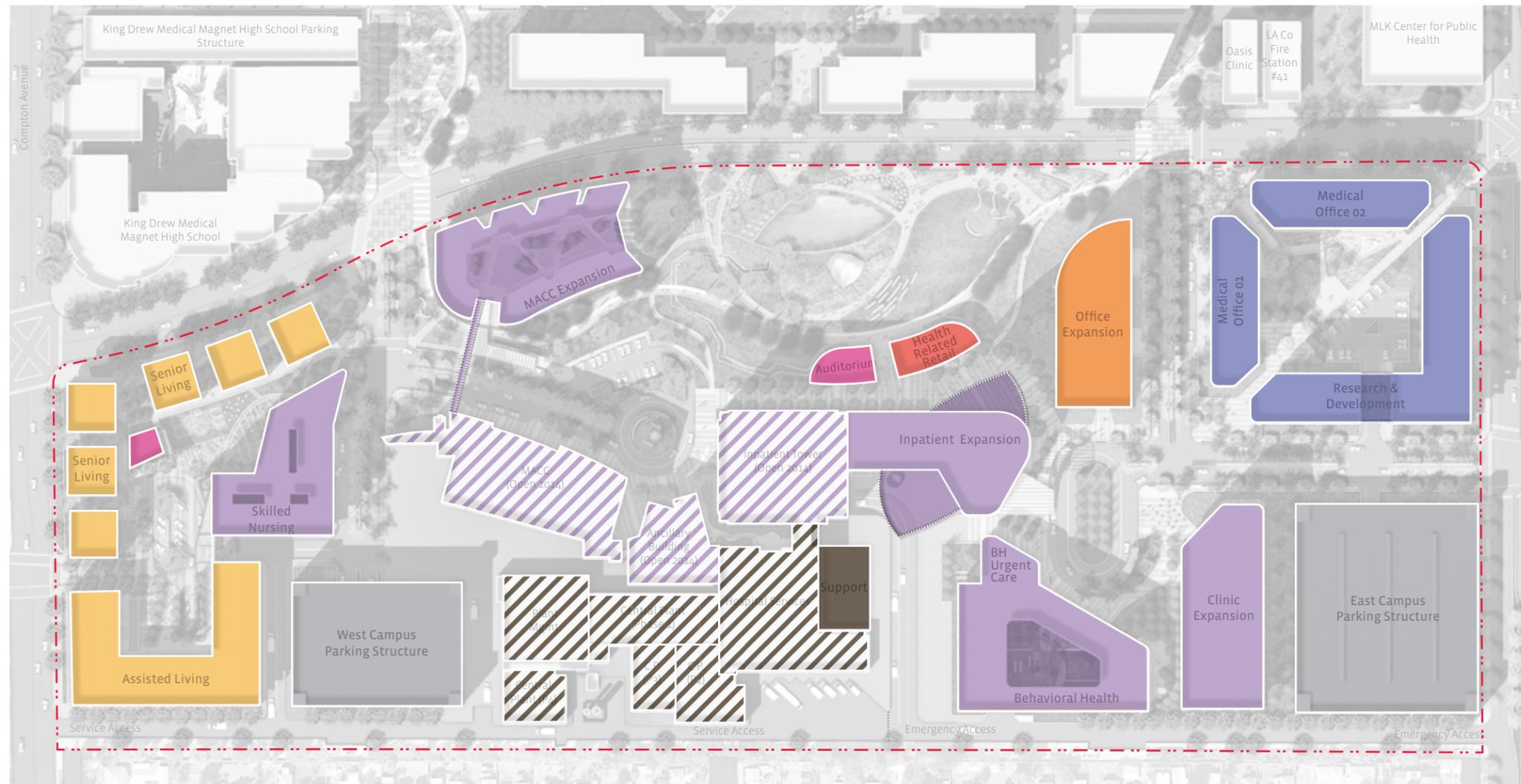


2014 Lot Coverage

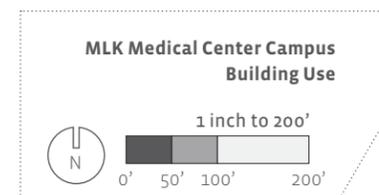


Proposed Lot Coverage





/// BUILDING USE



- Legend:**
- MLK Medical Center Campus Master Plan
 - Existing
 - Proposed
 - Medical
 - Residential
 - Office
 - Medical Office/Research & Development
 - Retail
 - Community
 - Support
 - Parking

Transit

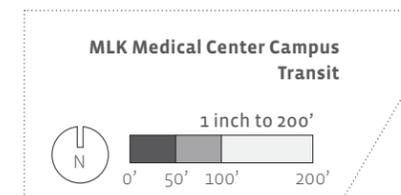
Public transit offers visitors, staff and patients the opportunity to access the MLK Medical Center Campus and surrounding area without the necessity of a personal vehicle. Paramount to the transit strategy is the convergence of the Metro Green and Blue Lines at Rosa Parks Metro Station, the second busiest in the system.

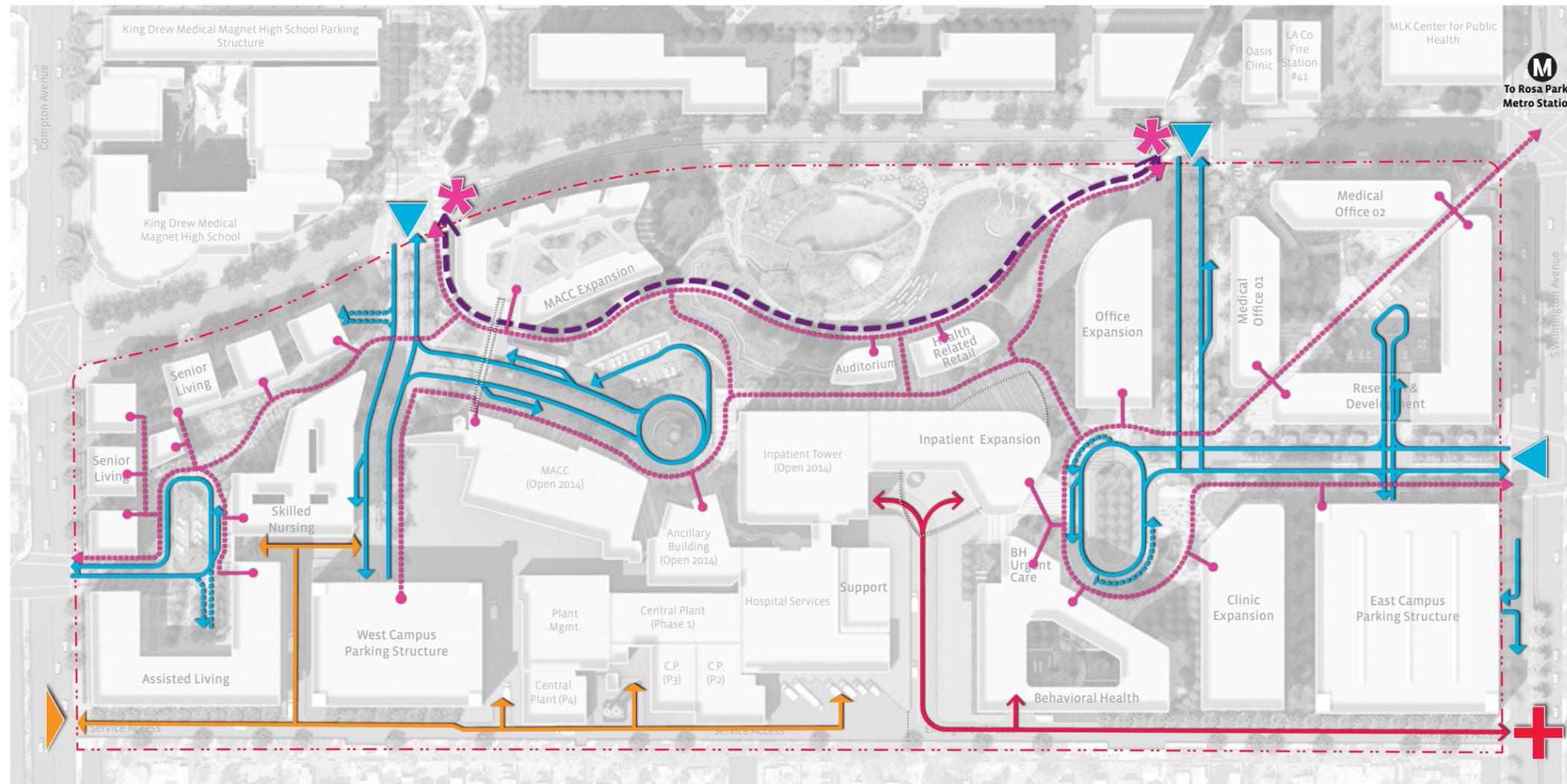
In addition to the Metro rail lines, four bus lines and a local campus shuttle system connect the campus to the Kenneth Hahn Shopping Plaza, the Rosa Parks Metro transit center and the community beyond. Stops for the numerous transit service providers are consolidated and improved with a consistent theme, color scheme and amenities. Where possible, bus stops are conveniently sited near the main campus entrances. Convenient and well-lit pedestrian connections between the bus stops and campus buildings are included in the Campus Master Plan.

The campus shuttle service includes numerous on-campus shuttle stops in the drop-off/pick-up areas for the hospital, the medical offices and the senior residential areas. Frequent shuttle service will encourage visitors and staff to circulate car-free within the campus and to and from community destinations.



- Legend:**
- MLK Medical Center Campus Master Plan ---
 - Regional Transit Bus Stop
 - Campus Shuttle Stop
 - Campus Shuttle Route —





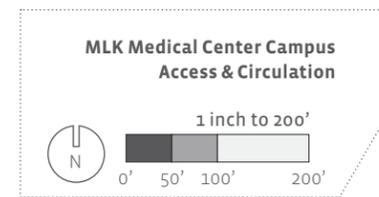
Access & Circulation

The Campus Master Plan circulation strategy is centered around creating separate, safe and direct circulation patterns for pedestrians, bicyclists, motorists, service vehicles and emergency services.

- Pedestrians & Bicyclists:** Primary access is provided by the Wellness Spine, a safe, attractive and efficient path to the primary destinations on campus, bolstered by an extensive sidewalk and pathway network.
- Emergency Vehicles:** Emergency vehicles enter and exit from Wilmington Avenue utilizing the dedicated drive to the emergency room.
- Service Vehicles:** Access to and from the support facilities is by the southern perimeter service road where all vehicles enter and exit from Compton Avenue.
- Signalized Entries:** Primary access for the outpatient services will be via a signalized entrance on 120th Street. Drop-off/pick-up zones will be provided at primary building entries. Primary access for the medical office, inpatient services and behavioral health will be via either of two signalized entrances – one on 120th Street and one on Wilmington Avenue – with drop-off/pick-up zones for each.

Legend:

- MLK Medical Center Campus Master Plan
- Emergency Circulation
- Vehicular Circulation
- Service Circulation
- Pedestrian Circulation
- Bicycle Circulation
- Primary Building Entry
- + Emergency Access
- ▼ Vehicular Access
- ▶ Service Access
- * Pedestrian Access



Parking

The Campus Master Plan provides various parking facilities near or adjacent to the destinations they will serve, within reasonable walking distances and with required accessibility standards. The bulk of the parking is provided in a series of parking structures at the perimeter, allowing the campus to be characterized by human-scaled pedestrian-oriented elements and open spaces. Surface parking lots adjacent to facilities provide short-term and ADA accessible parking. A drop-off and valet operation is proposed for the East, West and Central Campus parking structures, which will further reduce potential traffic and walking distances.

Parking facilities are provided for the Hospital, medical office buildings and continuing care retirement community areas of the campus, with distinct and separate access points for each. Where feasible and logical, the parking supply is designed to serve more than one use allowing reduced parking requirements achieved through shared parking synergies.

The campus parking supply reflects the requirements of the County of Los Angeles Municipal Code, with appropriate multi-modal and internal capture reductions, as specified in the Rosa Parks Metro Station Master Plan & Transit Oriented District standards. At the time of implementation, updated traffic studies may provide the basis for reducing or eliminating some of the traffic mitigation requirements identified in the current EIR. An ongoing assessment of parking needs and capacity will be necessary as projects are implemented to ensure adherence to code and best practices.

Summary of Required Parking

Use	Quantity	Unit	LA County Zoning Code ^(a)		Parking Reduction ^(b)	Recommended Parking Supply
			Parking Rate	Parking Required		
Skilled Nursing	95,900	SF	1 Space per 1,000 SF	95.9	10%	86.3
Assisted Living ^(c)	141,000	SF	1 Space per 1,000 SF	141	10%	126.9
Senior Living ^(c)	117,600	SF	1 Space per 1,000 SF	117.6	10%	105.8
C.C.R.C. Community Center	1,900	SF	1 Space per 250 SF	7.6	10%	6.8
Inpatient Tower ^(d)	120	beds	2 Spaces per 1 bed	240	40%	144
Inpatient Expansion ^(d)	125	beds	2 Spaces per 1 bed	250	40%	150
MACC (2014)	138,200	SF	1 Space per 250 SF	552.8	40%	331.7
Ancillary Building (2014)	12,800	SF	1 Space per 400 SF	32	40%	19.2
MACC Expansion	139,300	SF	1 Space per 250 SF	557.2	40%	334.3
Hospital Services	34,200	SF	1 Space per 400 SF	85.5	40%	51.3
Central Plant	37,200	SF	1 Space per 1,000 SF	37.2	40%	22.3
Behavioral Health	68,900	SF	1 Space per 250 SF	275.6	40%	165.4
Clinic Expansion	96,200	SF	1 Space per 250 SF	384.8	40%	230.9
Support Expansion	11,100	SF	1 Space per 1,000 SF	11.1	40%	6.7
Auditorium ^(e)	4,100	SF	1 Space per 250 SF	16.4	100%	0
Health Related Retail ^(f)	5,500	SF	1 Space per 250 SF	22	100%	0
Office Expansion	105,200	SF	1 Space per 400 SF	263	40%	157.8
Medical Office	125,300	SF	1 Space per 250 SF	501.2	40%	300.7
Research & Development	102,500	SF	1 Space per 400 SF	256.3	40%	153.8
Total MLK Medical Center Campus	1,698,800	SF		3,848		2,394
Total Spaces Provided on MLK Medical Center Campus						2,553
Surplus Parking Spaces Provided						+159

(a) Source: LA County Zoning Ordinance, Part 11, Chapter 22.52

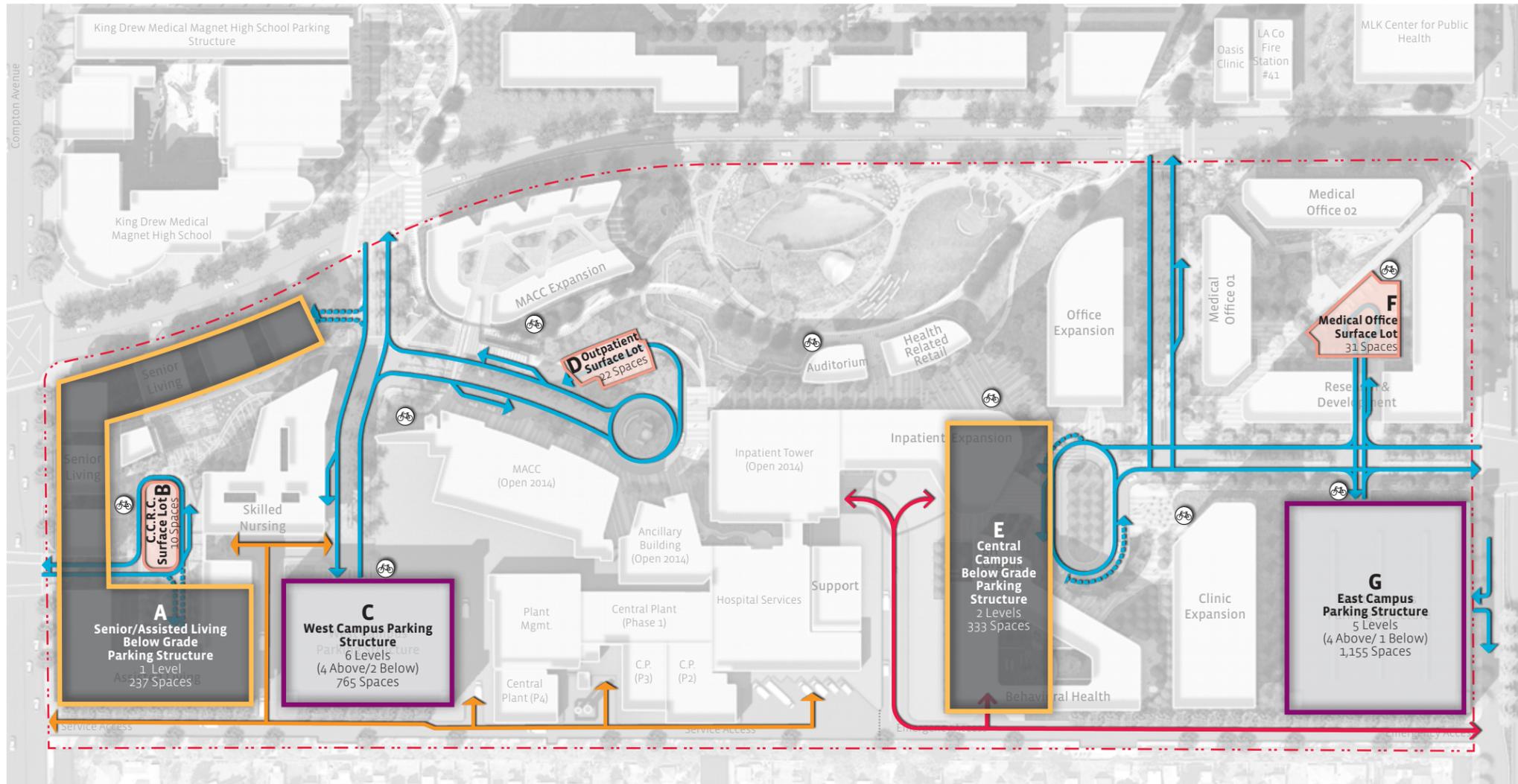
(b) Per Rosa Parks Metro Station Master Plan & Transit Oriented District and other site-specific characteristics.

(c) No unit count is provided. Parking calculation assumes the development yields an average of 1 unit per 1,000 square feet. 10% reduction in parking assumed due to proximity to transit and interaction with other uses on the site.

(d) 25% of parking to be designated employee only parking.

(e) 100% reduction assumes that the auditorium parking demand is generated by users already on the campus

(f) 100% reduction assumes the retail development will serve employees and visitors already on-site.

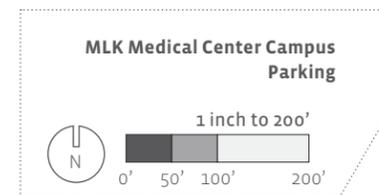


PARKING

Summary of Provided Parking

Campus Parking Location	# Levels	Spaces
A Senior/Assisted Structure	1	237
B C.C.R.C. Surface Lot	1	10
C West Campus Structure	6	765
D Outpatient Surface Lot	1	22
E Central Campus Structure	2	333
F Medical Office Surface Lot	1	31
G East Campus Structure	5	1,155
Total Parking Spaces Provided		2,553

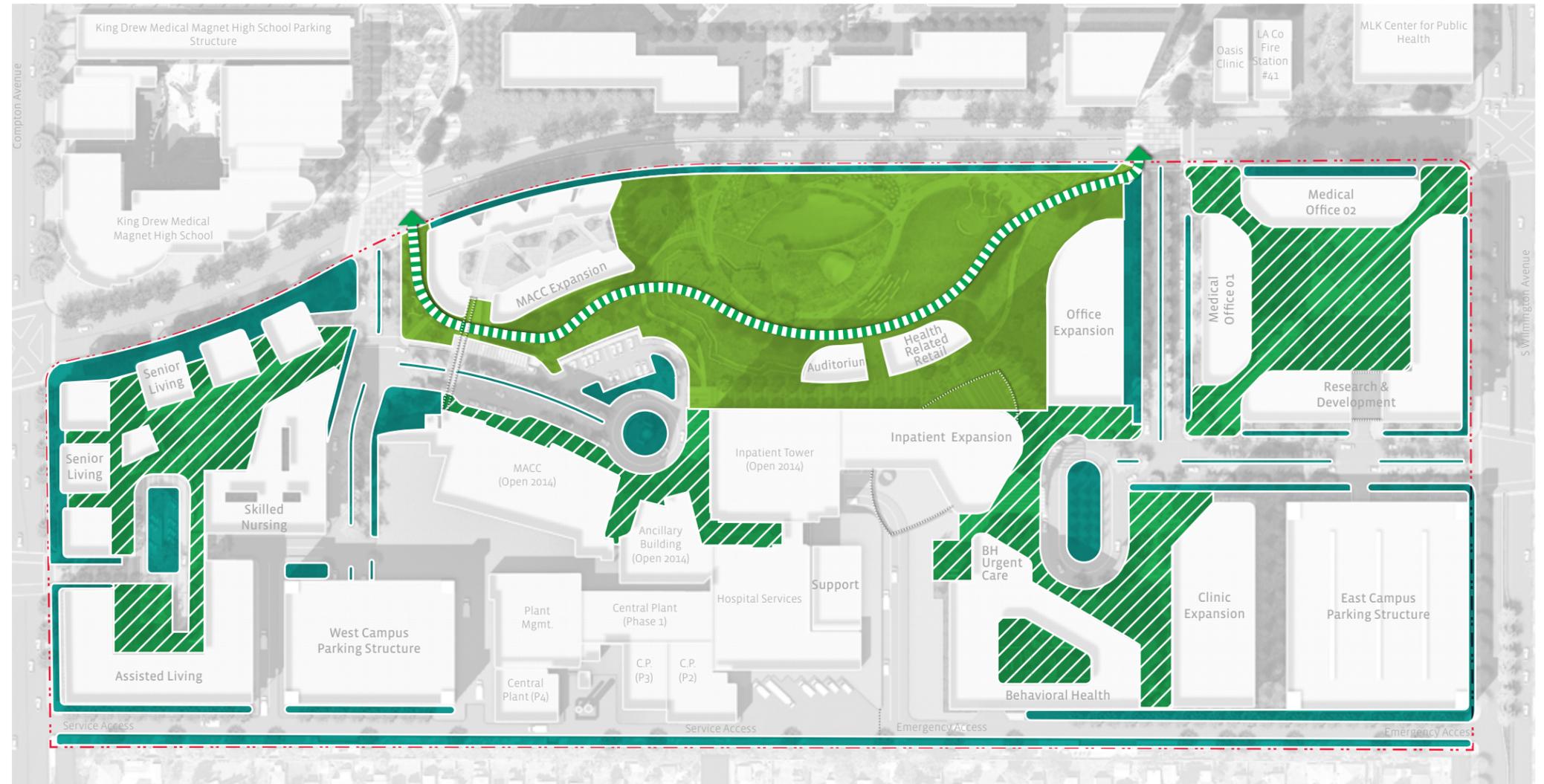
* Covered drop off zones located at primary building entries.



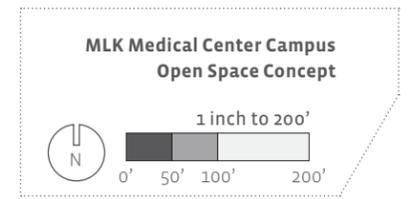
- Legend:**
- MLK Medical Center Campus Master Plan
 - Surface Parking Lot
 - Below Grade Parking Structure
 - Above Grade Parking Structure
 - Ⓜ Bicycle Parking
 - Emergency Circulation
 - Vehicular Circulation
 - Service Circulation

Open Space Concept

The landscape of the MLK Campus Master Plan is organized as a series of linked landscape areas varying in size, character and function. It includes four main elements; the Wellness Spine, the health park, the continuing care retirement community courtyard and the medical office/research and development quad. Connectivity between the open spaces is provided via the Wellness Spine and a network of paths and sidewalks and provides facilities with a means to orient primary entries and adjacent, useable open space. Sustainability is integral to the open space concept, from storm water best management practices to native, drought-tolerant plant species. The open space is a critical element in establishing a community of health and wellness, providing a range of educational, healing, and meditative opportunities.



- Legend:**
- MLK Medical Center Campus Master Plan - - - -
 - Wellness Spine - - - -
 - Primary Open Space
 - Secondary Open Space
 - Streetscape/Driveway Landscape





Wellness Spine



Multiple Mobility Modes



Dedicated Pathways



Pathway Convergence



Activity Pockets



Graphic Wayfinding



Variety of hard/softscape areas



Passive/Meditative Spaces



Benches



Seating With Planting Areas



20'-0"
Wellness Pocket

8'-0"
Pedestrian Path

6'-0"
Bike Path

5'-0"
Amenity Zone

Wellness Spine

The Wellness Spine, a dedicated pedestrian and bicyclist path, provides a strong visual identity for the MLK Medical Center Campus and a clear connection through the campus to the neighborhood beyond. Wellness Pockets, open spaces of varying function, scale and character are dispersed intermittently along the length, reinforcing the importance of active and healthy lifestyles, fundamental in creating a center of health and wellness.

Walking and biking are the primary functions of the Wellness Spine, providing a safe alternative to sharing the street with cars while reducing vehicle miles traveled and the campus' overall carbon footprint. The Spine is the connective element around which evolving community amenities and facilities are located, providing clear access and a linear social center for patients, staff, visitors and community residents. The Wellness Spine supports the creation of a center of health and wellness by encouraging physical activity, reducing environmental impacts and contributing to a lively and safe community.

Health Park

The MLK Medical Center Campus Health Park is primarily organized around the Wellness Spine, providing a central activity and mobility element. Supporting the Wellness Spine and the overall goal of health and wellness, numerous smaller outdoor rooms, active play spaces, passive socializing areas and areas of meditation and healing are provided. The primary goal of the Health Park is to simultaneously provide a much needed community asset in the form of open space that is safe, attractive, active and helps the medical facilities fulfill their commitment to health and wellness.

The design of the Health Park includes formal entry plazas and drop-off zones at building entrances, therapeutic healing gardens associated with the MLK Medical Center Campus health facilities and community performance space.

The Health Parks features:

- A series of specialty gardens that focus on using the outdoor environment as part of the healing and treatment process.
- Multiple fitness zones located within the Wellness Pockets.
- A series of native demonstration gardens that highlight plant communities found in the local natural environment.
- A large engineered wetland that acts as a site-wide storm water treatment best management practice.
- A performance venue with a terraced amphitheater seating area.
- A large grassy knoll /great lawn area for informal gathering and play experiences.
- Two roof garden cafe spaces on top of the proposed retail and auditorium buildings.





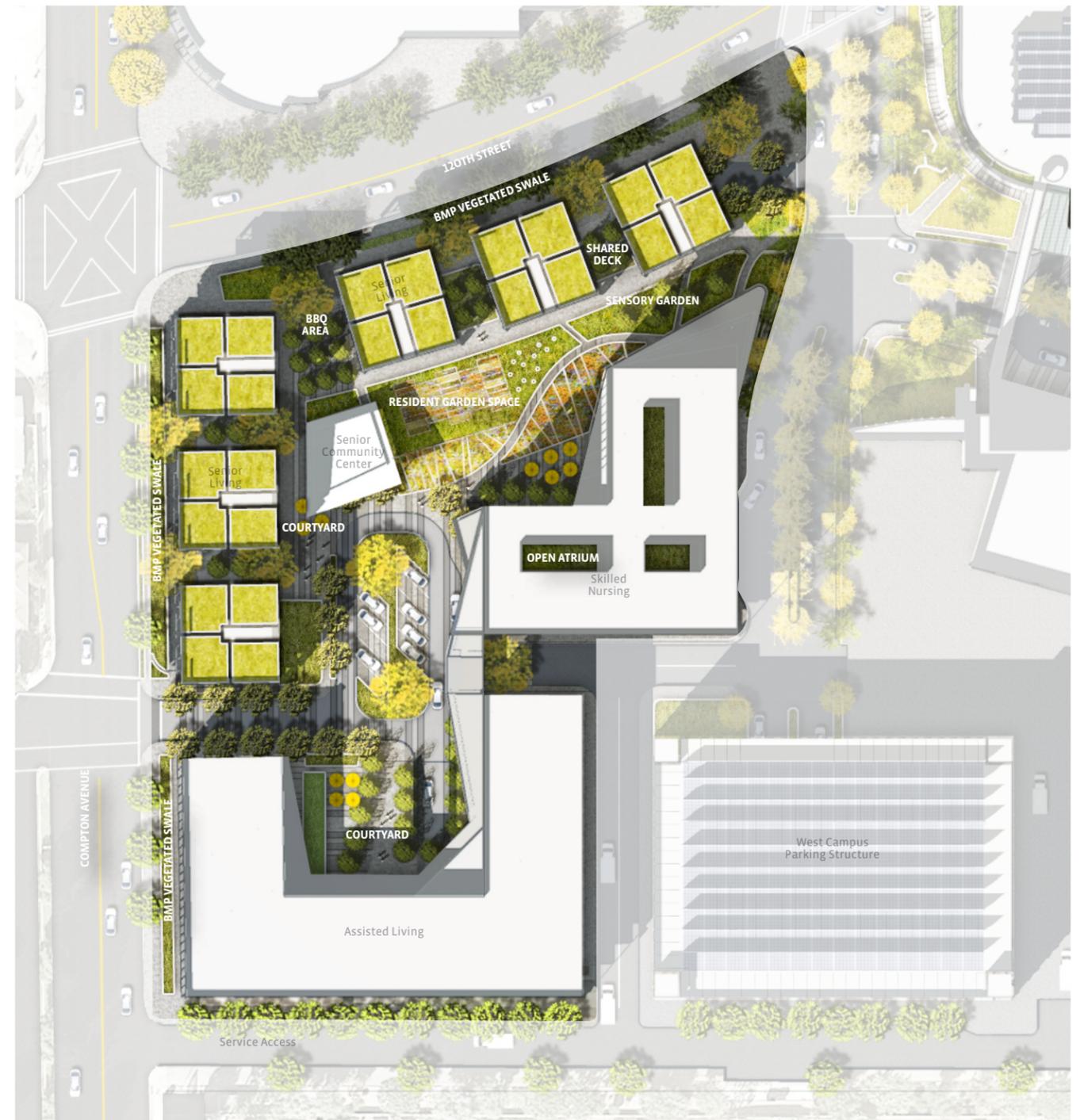
Continuing Care Retirement Community Landscape

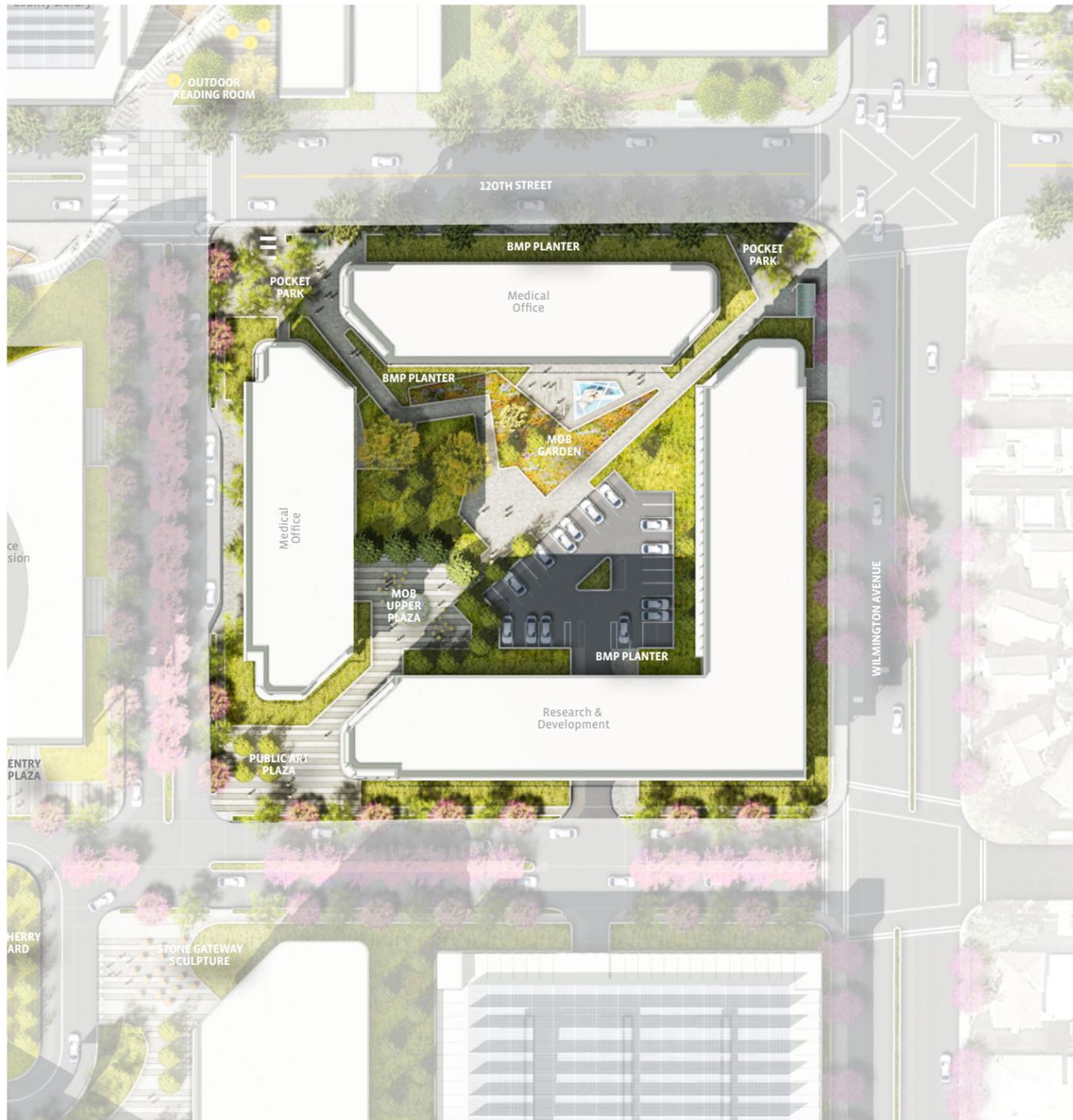
The primary landscape goal for the Continuing Care Retirement Community is to provide a variety of open space areas appropriate for senior residents. Access between the indoor and outdoor environments is intended to be direct with multiple visual connections, entries and access points to landscape areas allowing for a variety of levels of activity, from meditative to active, for groups or individuals. Incorporating accessible features will allow seniors with limited mobility or disabilities to utilize all exterior areas.

The Continuing Care Retirement Community landscape concept includes semi-private courtyard areas for use by residents and visitors from the surrounding buildings, a garden area specifically for residents, green roofs and perimeter landscaped areas incorporating storm water best management practices. Outdoor gathering areas include a fully accessible combination of hard and softscape surfaces. These spaces incorporate a series of garden rooms that provide a variety of outdoor experiences that engage a variety of senses.

The landscape program features:

- An outdoor picnic/BBQ area adjacent to the central community center building for formal and informal eating and gathering opportunities.
- Community garden plots for residents to grow and maintain their own garden spaces.
- Shaded gathering areas for individuals and small groups that offer a variety of seating options and configurations. Planting around the perimeter of these areas provide a sense of enclosure and security.
- Passive and low impact recreation areas, including walking paths and a yoga deck, that focus on enhancing senior mobility.
- A sensory garden that includes vegetation selected for their tactile qualities, fragrances and ability for their foliage to move easily in the wind.
- A flexible outdoor plaza for larger outdoor gathering and recreation such as bocce ball, exercise classes and community-health fairs.
- A secured garden with a looped path for memory impaired seniors.





As a primary gateway to the MLK Medical Center Campus, the Medical Office Building/Research & Development site represents an urban landscape typology by a combination of plazas and garden rooms and dedicates a significant portion of the overall site area to vegetation.

Along the perimeter, the three entry plaza spaces are intended to be pedestrian gateways into the site and are highlighted with palm plantings, public art, navigational signage and ample shaded seating. Two of these plaza spaces are located along the public edge of the site and incorporate public transit stops into their design. The third space, a public art plaza, acts as a gateway between the medical offices and the hospital facilities located to the south and west.

Accommodations have been made to incorporate the grade changes of this development area by the inclusion of an interior courtyard. Within the courtyard are a series of terraced spaces conceptualized to include an upper medical office art plaza for larger groups and events, a mid-level picnic deck for employees and visitors and two lower garden rooms that provide semi-private outdoor spaces for use by tenants or as a part of outdoor treatment areas.

The small parking lot and perimeter landscaped areas are located primarily at low points and will also incorporate storm water best management practices into the site design.

Medical Office/ Research & Development Landscape

Plant Palette

When chosen carefully and well maintained, trees, shrubs and groundcovers visually frame the MLK Medical Center Campus and enhance environmental quality. The plant palette includes native and urban-tolerant species that complement the architectural and spatial character of each of the campus open spaces. These species contribute to landscape sustainability by reducing water use and playing a strong factor in support of the ecosystem. The plant palette provides a guide to recommend plant material appropriate for future implementation projects.

Trees

Acer negundo var. *californicum* **Box Elder ***
Arbutus ‘*Marina*’ **Strawberry Tree**
Avocado spp. **Avocado**
Brahea edulis **Guadalupe Palm ***
Butia capitata **Pindo Palm**
Catalpa speciosa **Catalpa**
Cercidium ‘*Desert Museum*’ **Thornless Palo Verde***
Cercis occidentalis **Western Redbud ***
Chilopsis linearis **Desert Willow ***
Citrus spp. **Citrus**
Eriobotrya deflexa **Bronze Loquat**
Feijoa sellowiana **Guava**
Ficus carica **Fig**
Geijera parviflora **Australian Willow**
Ginkgo biloba **Maidenhair Tree**
Jacaranda mimosifolia **Jacaranda**
Juglans californica **California Black Walnut ***
Liriodendron tulipifera **Tulip tree**
Lyonothamnus floribundus **Catalina Ironwood ***
Lysiloma microphylla **Feather Bush**
Olea europaea **Olive**
Olea europaea ‘*Swan Hill*’ **Fruitless Olive**
Persimmon spp. **Persimmon**
Phoenix canariensis **Canary Island Date Palm**
Platanus racemosa **California Sycamore ***
Platanus mexicana **Mexican Sycamore**
Plum spp. **Plum**
Prosopis chilensis **Chilean Mesquite**
Punica granatum ‘*Wonderful*’ **Pomegranate**
Quercus agrifolia **Coast Live Oak ***
Sambucus mexicana **Blue Elderberry ***
Tabebuia chrysotricha **Golden Trumpet Tree**
Tabebuia impetiginosa **Pink Trumpet Tree**
Tipuana tipu **Tipu Tree**
Umbellularia californica **California Bay ***
Washingtonia filifera **California Fan Palm ***
X Chitalpa tashkentensis ‘*Pink Dawn*’ **Pink Dawn Chitalpa ***

Shrubs

Agave desmettiana **Variiegata Dwarf Variegated Agave**
Agave spp. **Agave**
Aloe ‘*Blue Elf*’ **Aloe Blue Elf**
Aloe spp. **Aloe**
Aloe striata **Hybrid Coral Aloe**
Alpinia spp. **Ginger**
Anigozanthos spp. **Kangaroo Paw**
Arbutus unedo ‘*Compacta*’ **Compact Strawberry Bush**
Arctostaphylos densiflora ‘*Howard McMinn*’ **Howard McMinn Manzanita ***
Arctostaphylos glauca **Bigberry Manzanita ***

Arctostaphylos ‘*Lester Rowntree*’ **Manzanita ***
Arctostaphylos spp. **Manzanita ***
Berberis nevinii **Nevin’s Barberry ***
Berberis repens **Creeping Mahonia ***
Berberis spp. **Barberries***
Caesalpinia pulcherrima **Pride of Barbados**
Calliandra californica **Baja Fairy Duster ***
Calliandra eriophylla **Pink Fairy Duster ***
Carex tumulicola **Berkeley Sedge**
Carpenteria californica **Bush Anemone ***
Ceanothus ‘*Concha*’ **Wild Lilac ***
Ceanothus ‘*Ray Hartman*’ **Wild Lilac ***
Ceanothus spp. **Ceanothus ***
Cistus spp. **Rockrose**
Correa spp. **Australian Fuchsia**
Cotoneaster spp. **Cotoneaster**
Cycas revoluta **Sago Palm**
Cydonia oblonga **Fruiting Quince**
Dendromecon harfordii **Island Bush Poppy ***
Dendromecon rigida **Bush Poppy ***
Dioon edule **Mexican Cycad**
Encelia californica **Encelia ***
Encelia farinosa **Brittle Bush ***
Eremophila ‘*Summertime Blue*’ **Eremophila Summertime Blue**
Eriogonum cinereum **AshyLeaf Buckwheat ***
Eriogonum fasciculatum **California Buckwheat ***
Eriogonum grande var. *rubescens* **Red Buckwheat ***
Fremontendendron spp. **Flannel Bush ***
Galvezia speciosa ‘*Firecracker*’ **Island Snapdragon ***
Geranium sanguineum **Bloody Cranesbill**
Grevillea spp. **Grevillea**
Helictotrichon sempervirens **Blue Oat Grass**
Hemerocallis spp. **Daylily**
Hesperaloe parvifolia **Red Yucca**
Heteromeles arbutifolia **Toyon ***
Iris douglasiana **Pacific Coast Iris ***
Keckiella cordifolia **Heartleafed Penstemon ***
Kniphofia uvaria **RedHotPoker**
Laurus nobilis **Sweet Bay**
Lavandula angustifolia **English Lavender**
Lavandula spp. **Lavender**
Lavandula stoechas **Spanish Lavender**
Lavatera maritima **Tree Mallow**
Leucophyllum candidum ‘*Silver Cloud*’ **Violet Silverleaf Texas Ranger**
Leucophyllum candidum ‘*Thunder Cloud*’ **Thunder Cloud Texas Ranger**
Lotus scoparius **Deerweed ***
Mimulus aurantiacus **Sticky Monkey Flower ***
Myrtus communis **Myrtle**
Nassella pulchra **Purple Needle Grass ***
Penstemon centranthifolius **Foothill Penstemon ***
Penstemon heterophyllum **Penstemon ***

Phormium tenax **New Zealand Flax**
Pittosporum crassifolium **Pittosporum**
Pomegranate spp. **Pomegranate**
Prunus illicifolia **Hollyleaf Cherry ***
Psidium spp. **Guava**
Rhamnus californica **California Coffeeberry ***
Rhamnus californica ‘*Eve Case*’ **Coffeeberry ***
Rhamnus crocea **Redberry ***
Rhus integrifolia **Lemonade Berry***
Rhus ovata **Sugar Bush ***
Ribes aureum var. *garcillimum* **Golden Currant ***
Ribes malvaceum **Chaparral Currant ***
Ribes sanguineum **Red Flowering Currant ***
Ribes speciosum **Fuchsia Flowering Gooseberry ***
Ribes viburnifolium **Evergreen Currant ***
Romneya coulteri **Matilija Poppy ***
Rosmarinus officinalis **Rosemary**
Salvia apiana **Purple Sage ***
Salvia greggii **Autumn Sage**
Salvia spathacea **Hummingbird Sage ***
Salvia spp. **Sage ***
Santolina chamaecyparissus **Gray Santolina**
Santolina rosmarinifolia **Santolina**
Santolina spp. **Lavender Cotton**
Satureja douglasii **Yerba Buena ***
Senna spp. **Cassia**
Symphoricarpos mollis **Creeping Snowberry ***
Tecoma stans angustata **Yellow Bells**
Tecoma x alata **Orange Bells**
Trichostema lanatum **Woolly Blue Curls ***
Westringia fruticosa **Coast Rosemary**
Zauschneria californica **California Fuchsia ***

Groundcovers

Achillea millefolium **Yarrow**
Artemisia californica **Canyon Gray California Sage Brush ***
Baccharis pilularis ‘*Pigeon Point*’ **Coyote Brush ***
Baccharis pilularis ‘*Twin Peaks*’ **Dwarf Coyote Brush ***
Bougainvillea spp. **Bougainvillea**
Carex praegracilis **California Field Sedge ***
Carex tumulicola **Berkeley Sedge ***
Ceanothus griseus horizontalis **Carmel Creeper ***
Ceanothus spp. **Ceanothus ***
Cotoneaster salicifolius ‘*Repens*’ **Willowleaf Cotoneaster**
Eschscholzia californica **California Poppy ***
Festuca ovina ‘*Glauca*’ **Blue Fescue**
Fragaria californica **Woodland Strawberry ***
Heuchera maxima **Island Alum Root ***
Heuchera spp. **Coral Bells ***
Lantana montevidensis **Lantana**
Lantana spp. **Lantana**

Leymus condensatus ‘*Canyon Prince*’ **Canyon Prince Wild Rye**
Lomandra longifolia ‘*Breeze*’ **Dwarf Mat Rush**
Lupinus spp. **Lupine ***
Melica imperfecta **Coast Range Melic**
Muhlenbergia capillaris **Pink Muhly Grass**
Muhlenbergia capillaris ‘*Regal Mist*’ **Regal Mist Gulf Coast Muhly Grass**
Muhlenbergia rigens **Deer Grass ***
Myoporum parvifolium **Myoporum**
Myoporum parvifolium ‘*Putah Creek*’ **Creeping Myoporum**
Polystichum munitum **Sword Fern ***
Rosa x ‘*Noaschnee*’ **Flower Carpet White Ground Cover Rose**
Rosmarinus officinalis ‘*Prostratus*’ **Creeping Rosemary**
Senecio mandraliscae **Blue Fingers Senecio**
Sisyrinchium bellum **Blueeyed Grass ***
Thymus spp. **Thyme**

Vines

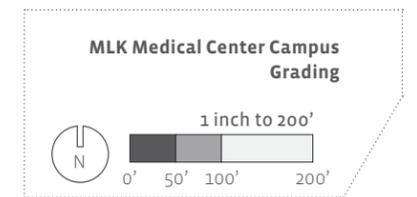
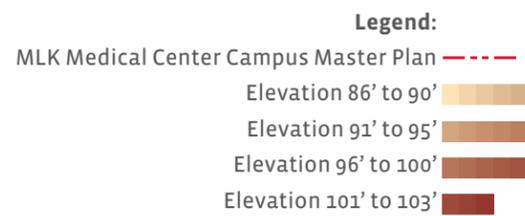
Actinidia spp. **Kiwi**
Antigonon leptopus **Coral Vine**
Campsis radicans ‘*Balboa Sunset*’ **Balboa Sunset Trumpet Vine**
Campsis radicans ‘*Flava*’ **Flava Trumpet Vine**
Clematis armandii **Armand Clematis**
Clytostoma callistegioides **Violet Trumpet Vine**
Distictis buccinatoria **BloodRed Trumpet Vine**
Distictis ‘*Rivers*’ **Royal Trumpet Vine**
Ficus carica **Fig**
Gelsemium sempervirens **Carolina Yellow Jessamine**
Hardenbergia violacea ‘*Happy Wanderer*’ **Purple Vine Lilac**
Jasminum polyanthum **Winter Jasmine**
Lonicera sempervirens ‘*Magnifica*’ **Trumpet Honeysuckle**
Macfadyena unguisati **Cat’s Claw Vine**
Mandevillea spp. **Mandevillea**
Pandorea pandorana ‘*Deep Pink Form*’ **Bower Vine**
Parthenocissus tricuspidata **Boston Ivy**
Podranea ricasoliana **Pink Trumpet Vine**
Rosa spp. **Climbing Rose**
Solanum laxum **Potato Vine**
Vitis californica ‘*Roger’s Red*’ **California Wild Grape ***
Wisteria spp. **Wisteria**

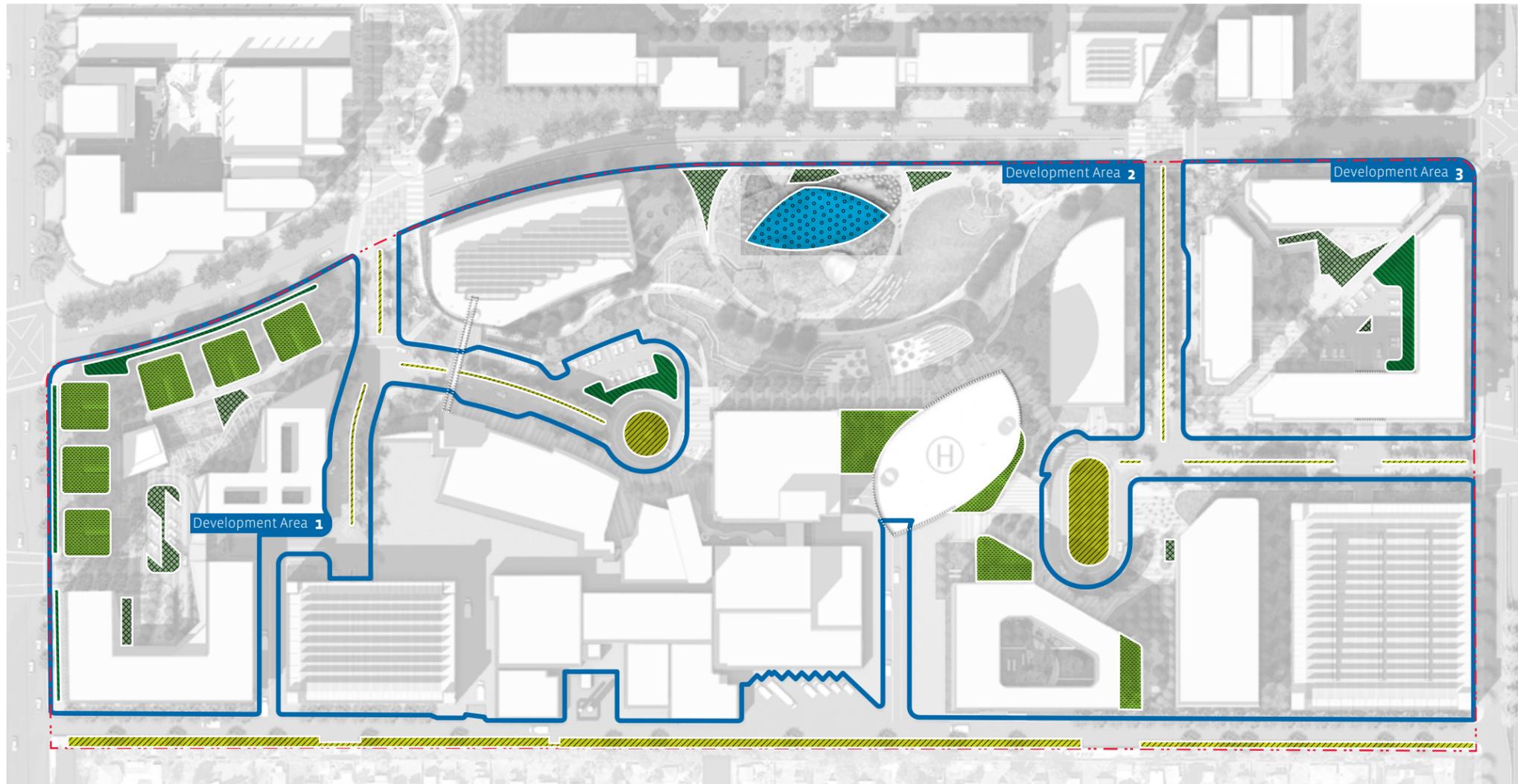
* Indicates California Native Species



Grading

The grading concept for the MLK Medical Center Campus creates a relationship between buildings by setting similar elevations at adjacent front doors. Elevations on the campus range from 86' to 103' with the greatest grade change at the south emergency access road to the emergency drop off. Another significant grade change occurs at the grade between the upper pedestrian promenade and the Health Park. That grade change is accommodated by two buildings with central stairs, flanking ramps and sloping landscape berms. The health park, includes a 20,000 cubic foot depression for an engineered wetland to collect onsite runoff. The medical office and research and development area addresses grade change through a series of raised planters, berms and ramps creating a series of outdoor plazas and gardens. Grading throughout the campus accommodates universal design and accessibility for residents, visitors, staff and patients.





Low Impact Development

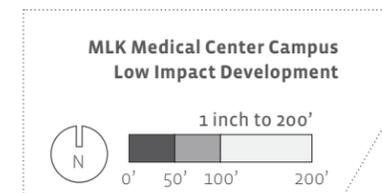
Low Impact Development (LID), an ecologically-based approach to managing stormwater runoff, has been incorporated into the MLK Medical Center Campus Master Plan in order to protect surface and groundwater quality, maintain the integrity of ecosystems and preserve the physical integrity of receiving waters. The LID methodology employed on the site mimics the undeveloped site hydrology using site-design techniques that store, infiltrate, evaporate and detain runoff.

As documented in the geotechnical study, the proposed project site's soil is generally unsuitable for infiltration. As such, infiltration has been ruled out as a possible best management practice (BMP). Further testing will need to be conducted to verify that the actual infiltration rates are technically infeasible to permit infiltration.

The following are BMPs are suitable for implementation:

- Green Roofs
- Bioretention
- Vegetated Swales
- Planter Boxes
- Engineered Wetlands
- Landscape Irrigation
- Cisterns/Rain Barrels

	Size	Undeveloped Storage Volume	Required Storage Volume	Provided Storage Volume	Flow Rate	Recommended Best Management Practices
Development Area 1	5.0 acres	1,307 cubic ft	8,712 cubic ft	10,019 cubic ft	0.87 cfs	Vegetated Swales at perimeter, Planter Boxes within medians and along streets, Cisterns/Rain Barrels (optional), Green Roofs (optional)
Development Area 2	22.8 acres	6,099 cubic ft	20,037 cubic ft	26,136 cubic ft	1.85 cfs	Engineered Wetlands at health park, Planter Boxes within medians and along streets, Cisterns/Rain Barrels (optional), Green Roofs (optional)
Development Area 3	4.1 acres	1,307 cubic ft	6,970 cubic ft	8,277 cubic ft	0.19 cfs	Vegetated Swales at perimeter, Planter Boxes within medians and along streets, Cisterns/Rain Barrels (optional), Green Roofs (optional)



- Legend:**
- MLK Medical Center Campus Master Plan
 - Green Roofs
 - Flow Through Planters
 - Vegetated Swales
 - Planter Boxes
 - Engineered Wetlands

Sustainability

A primary goal of the MLK Medical Center Campus Master Plan is to integrate sustainable technologies and practices that proactively address the potential impacts on the environment and demonstrate by example, the benefits of this approach to both the development process and the on-going operational advantages. Sustainability directly affects the health and wellness of residents and campus users and strategies responding to both are incorporated throughout the Campus Master Plan. The Campus Master Plan incorporates various principles of LEED ND, a hybrid of smart growth and sustainable living and is a first step in working toward long-term environmental and social improvements in The Willowbrook MLK Wellness Community. Although prescriptive standards reaching Zero Carbon and Zero Waste targets (eliminate 100% of building emissions and 98% of garbage going to landfill) are not required, each future implementation project should strive toward those goals. Just as a healthy lifestyle can make a dramatic impact on individual wellness, lifestyle choices such as buying locally produced food or using public transportation have significant results in improving the quality of the environment.

The following list includes, but is not limited to, important sustainability strategies integrated into the Campus Master Plan:

Human Health & Wellbeing

- Community input throughout the various stages of development of the Campus Master Plan and Community Vision.
- Public interaction is enhanced through a variety of community open spaces.
- Opportunities for art (performance and sculpture) are provided on the MLK Medical Center Campus.
- Existing and new development provides living wage employment opportunities.
- Job opportunities exist within an easy commute by public transportation.
- Farmers' markets provide healthy food choices and potential job opportunities.

- Active public spaces provide “eyes on the street” contributing to a safer community.

Water Management

- Stormwater management devices are provided throughout the campus.
- An engineered wetland contributes to on-site treatment and provides a community amenity.
- Permeability is encouraged through the recommendations of the open space strategies.

Open Space/ Landscape

- Dedicated areas for community gardens to increase access to fresh food.
- Edible plants are part of the public landscape.
- Utilization of native plants minimize irrigation requirements.
- Vegetative areas minimize building heating/cooling requirements.
- Pollinators are attracted to the site by the selection of plant materials.
- Street trees reduce urban heat island effects.

Connectivity

- Major destinations and activity centers are connected through a series of linear open spaces and the Wellness Spine.
- Walkability is encouraged by an increase in pedestrian connections and amenities.
- Compact development and a mix of uses is provided on the campus.

Reduce Traffic/Car Trips

- Use of shuttles and connections to transit are increased.
- Designated pedestrian and bike paths and related facilities prioritize alternative transportation.

Energy

- Utilization of a central plant provides capacity for new development on campus.
- Building orientation and use of solar control devices contribute to maximizing passive heating and cooling thereby reducing overall energy use.

Awareness

- Interpretive and educational signage is incorporated along the Wellness Spine and in other key locations.
- Community gathering and event spaces are provided to build cohesiveness and a sense of kinship.

Specific sustainability issues will need to be addressed in the next stage of design including:

- Design buildings to capture and use the sun's energy, employ passive ventilation strategies, and improve envelope performance.
- Develop control systems and metering that allow for maximum control and accountability of energy use by users.
- Install photovoltaic generation capacity on rooftops wherever practical.
- Install solar thermal generation capacity on rooftops wherever practical.
- Encourage users to reduce their per capita energy use and educate them on practices that reduce peak electrical demand.
- Restrict the amount of waste to landfill to 2% of total waste generated.
- Incorporate an education and signage program that elicits a positive response to waste minimization, while calling attention to its deep environmental benefit.
- Explore waste to energy solutions such as anaerobic food waste composting digesters, biogas production, methane capture in order to maximize use of organic waste and reduce greenhouse gas emissions related to waste.
- Where possible, use local, reclaimed, renewable and recycled materials in construction and products, to minimize transport emissions, spur investment in local (non-fossil fuel) natural resource stocks and boost the local economy.
- Collect and stockpile top soils from excavation for use in gardens and yards.
- Provide on-site treatment and reuse for waste water.

Note: Specific sustainable strategies/practices should be refined during subsequent design phases



Renewable Resources



Photo Voltaic Panels



Solar Shading



Natural Light

Sustainability

Los Angeles County building code requires new county buildings or high rises larger than 25,000 square feet to meet or exceed LEED Silver equivalent requirements.



Wind Turbines



Green Roofs



Site Integrated Building



Operable Windows



Stairs Central To Building Entries



Solar Orientation

Landscape Sustainability

Healthy landscapes and their ecosystems provide health and well-being benefits, making the approach to the landscape design and maintenance practices vital to the overall vision of creating a community of health and well-being.

Trees, for example, through evaporation, transpiration and the uptake and storage of carbon, moderate climate and provide a breathable atmosphere. Healthy wetlands help to protect against floods and help to improve water quality. These benefits can be defined as landscape services and their provision, protection and restoration, is the basis for sustainable landscape design practices.

As a minimum standard, the project will be compliant with the storm water treatment plan requirements as required by the California Regional Water Quality Control Board, County of Los Angeles Standard Urban Stormwater Mitigation Plan (SUSMP) and the County of Los Angeles Low Impact Development (LID) Ordinance.

Hydrology

The central goals for the design and management of the site's hydrology, are to limit and reduce the demand on water through water conservation techniques, the use of reclaimed water and to increase the volume and quality of storm water runoff entering the area's larger watershed. This can be done by replicating processes of natural water systems such as the filtration, infiltration, evaporation and transpiration.

Use of Reclaimed Water

If available and feasible, the campus shall provide a reclaimed water distribution system for use in irrigation and landscape water features. All water systems and appurtenances shall be designed and installed per the County of Los Angeles Department of Public Works standards.

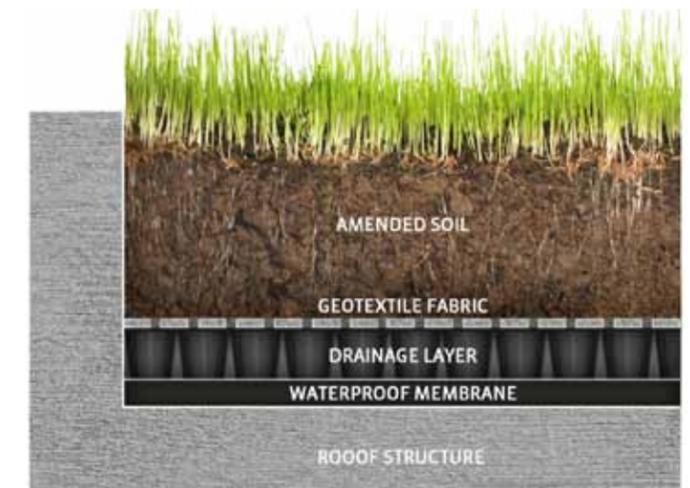
Water Conservation

The project will specify efficient landscape systems and drought-tolerant vegetation species as a resource conservation strategy to reduce demand on water used for irrigation.

The landscape design of all development sites must meet, at minimum, the current drought-tolerant guidelines and irrigation standards per the County of Los Angeles Department of Regional Planning and the Los Angeles County Department of Public Works, including but not limited to the Los Angeles County Drought-Tolerant Landscaping Ordinance and the Water Efficient Landscape Ordinance AB1881.

Green Roofs (Evapotranspiration BMP)

Green roofs are structural roofing systems that layer a soil/vegetative cover over a waterproofing membrane to mitigate effects on water quality by filtering, absorbing or detaining rainfall. There are two types of green roofing systems: extensive, which is a light-weight system and intensive, which is a heavier system that allows for larger plants.



Green Roof

Flow-through planters (Biofiltration BMP)

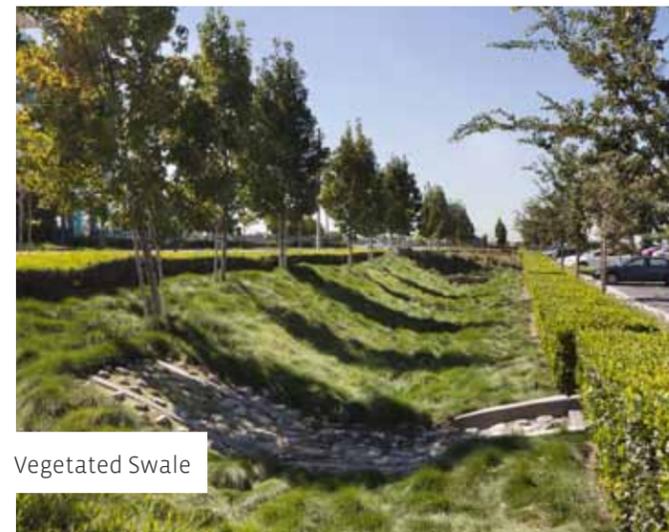
As storm water passes down through the planting soil of these planters, pollutants are filtered, adsorbed and biodegraded by the soil and plants. Because they are not contained within an impermeable structure, they may allow for infiltration. For sites not passing the infiltration feasibility screening, an impermeable liner may be needed to prevent incidental infiltration.



Flow-through planter

Vegetated Swales (Biofiltration BMP)

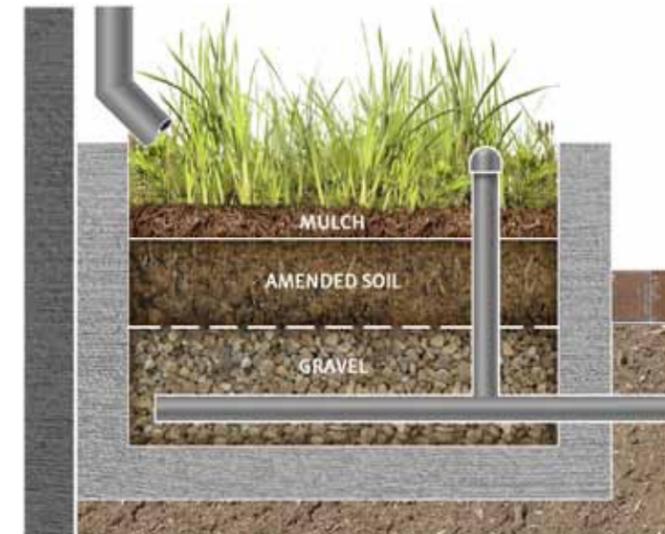
Vegetated swales are broad, shallow channels with vegetation covering the side slopes and bottom that collect and slowly convey runoff to downstream discharge points. The design of swales seeks to reduce storm water volume through infiltration, improve water quality through infiltration and vegetative filtering and reduce runoff velocity by increasing flow path lengths and channel roughness.



Vegetated Swale

Planter Boxes (Biofiltration BMP)

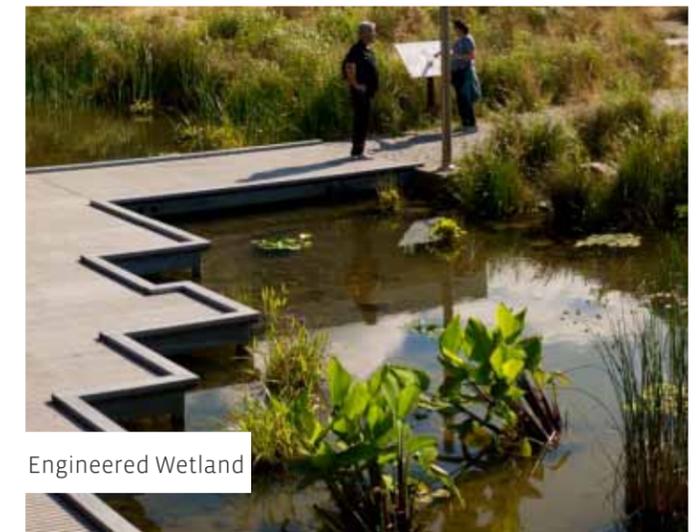
Planter boxes are similar to other bioretention facilities with underdrains except they are situated at or above ground and are bound by impermeable walls. Planter boxes may be placed adjacent to or near buildings, other structures, or sidewalks.



Planter Box

Engineered Wetlands (Treatment Control Measures)

These are engineered shallow marsh systems that facilitate pollutant removal through the settling of larger solids and coarse organic material and also by uptake in the aquatic vegetation. Engineered wetlands are designed with three distinct zones: a forebay immediately after the inlet to receive stormwater, the wetland area and a micropool immediately prior to the outfall.



Engineered Wetland

Landscape Sustainability

Vegetation

The goal for the design and management of the site's vegetation is to increase the vegetated cover which harnesses the inherent benefits vegetation provides, such as oxygen production, pollutant removal, carbon sequestration, food and habitat production and climate regulation. Critical is the selection of species that are well adapted to the site's conditions and unlikely to cause adverse consequences.

Plant species for the campus will be compliant with the Los Angeles County Drought-Tolerant Landscaping Ordinance and selected based on their appropriateness to the site, their visual and habitat qualities, their maintenance requirements and their programmatic needs.

A preliminary planting palette has been developed for the site. Additional species may be used but must conform to the following guidelines:

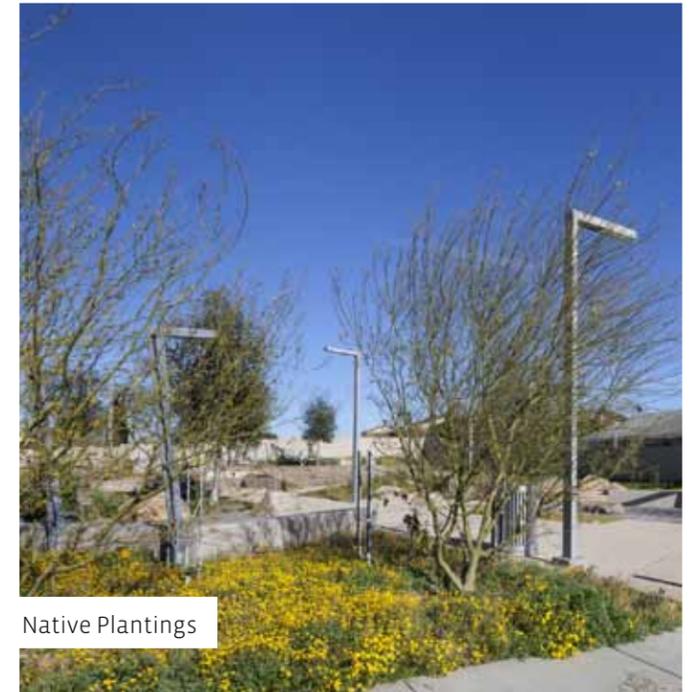
- Be drought-tolerant and conform to the Los Angeles County Drought-Tolerant Landscaping Ordinance. Plant species listed as having high to moderate water needs by the Water Use Classification of Landscape Species list (WUCOLS III) can be used if required by programmatic needs, but shall be restricted to limited areas.
- Be climate appropriate and/or native, thus reducing their maintenance requirements and need for chemical treatments that could pose a threat to the larger ecosystem environment.
- Not be listed by the California Invasive Plant Council in Southern California as an invasive plant.

In addition to the parameters listed, planting design for the site should:

- Arrange plants in communities that include a combination of trees, shrubs, vines and groundcovers that are representative of plant communities found in the Southern California landscape.
- Specify plants from local growers who specialize in native Californian species to help reduce negative environmental impacts associated with shipment and to ensure that selected plants are adapted to the site's growing conditions.
- Encourage that the site be continuously preserved and maintained by a staff who is well-trained in California native landscapes.
- Provide mulch in all planted areas to minimize water loss from soils.

Increased Bio Mass

The project should specify, as a minimum standard, 15% of each development site area as dedicated vegetated landscape area. Vegetated areas, where feasible, should create communities of plant species that are native to the Southern California area, contribute to the regional diversity of flora and provide habitat for native wildlife including birds, butterflies and insects.



Native Plantings



Natural Habitat Gardens

Landscape Sustainability

Material Selection

Materials and products, during their production, transportation to commercial markets, or daily use can have negative impacts to a landscape thus reducing their overall level of service. Careful selection of site materials, like furnishings, lighting and hardscape, is important in promoting a sustainable landscape design.

Materials used for each of the development sites will be selected to minimize resource use, have low ecological impacts, pose minimal to zero human or environmental health risks and, whenever feasible, be sourced from companies that support and practice sustainable social, environmental and corporate practices.

When specifying materials, the project designer will evaluate regional vendors for materials and, where feasible, use materials that have been extracted, harvested or recovered, as well as manufactured, within 500 miles of the project site, be made from plants that are typically harvested within a 10-year cycle or shorter and when applicable be reclaimed, certified sustainable and/or be made from recycled content.



Sourcing Local Materials



Recycled Materials



Salvaged Materials Conserve Resources



Regionally Quarried Stone

Identity

The identity of the MLK Medical Center as a center of health and wellness provides a microcosm of the local community's assets, aspirations and potential. The new identity demonstrates the importance of the MLK Medical Center Campus and its central role in creating the Willowbrook MLK Wellness Community.

The graphic representation of the identity is a mechanism for communicating the meaning and importance of the shared vision of health and wellness to patients, staff, residents and visitors in a variety of applications. Effective wayfinding to, from and throughout the campus will be via an integrated signage and graphic system incorporating identification, directional, educational and interpretive signage.

Identity

(Primary & Secondary Graphics)

THE
WILLOWBROOK
MLK WELLNESS
COMMUNITY
mlk medical center

wellness,discovery,health
education,fitness,growth
active,community,local
caring,inviting,warm,vital
connected,fit,alternative
creative,accessible,aware
lively,progressive,friendly
wellness discovery health

Color Palette



Pantone 1665 U



Pantone 200 U



Pantone 246 U



Pantone 2995 U



Pantone 368 U



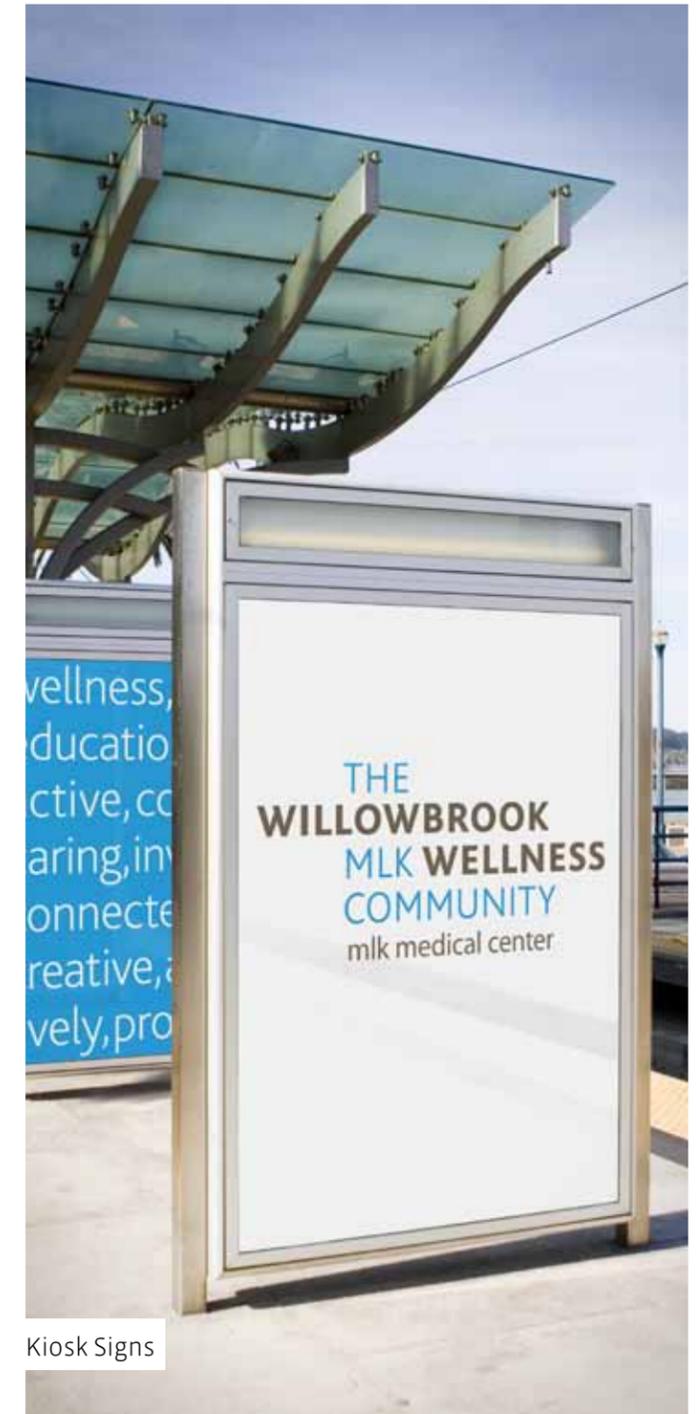
Pantone Cool Gray 10



Banner Signs



Pole Banner Signs



Kiosk Signs

Signage & Wayfinding

The identity of the MLK Medical Center Campus is communicated through a strong graphic brand and integrated signage system. Signage visually unifies the site, by identifying the campus as a unique locale with definable boundaries and unique characteristics but one that is part of a larger community. Various signage elements are components of an integrated, unified campus-wide signage program providing consistency across all development sites. Signage elements unique to individual development sites, should reflect individual architectural qualities of the development, yet complement the campus-wide signage program.

The signage system is integrated into a comprehensive wayfinding system that assists visitors, patients and staff navigate their way to, from and throughout the campus. A majority of trips made to the MLK Medical Center Campus are by vehicle. Clear directional signage on the public street system and at the campus entrances is developed to direct traffic to the proper locations and reduce visitor confusion. Directional signage for pedestrians and bicyclists – with destinations, distances and estimated travel times – are provided on the public street system, starting at the Rosa Parks transit center. Interpretive and educational signage is part of the campus-wide signage program.

Signage Types



VEHICULAR & PEDESTRIAN DIRECTIONAL SIGNAGE

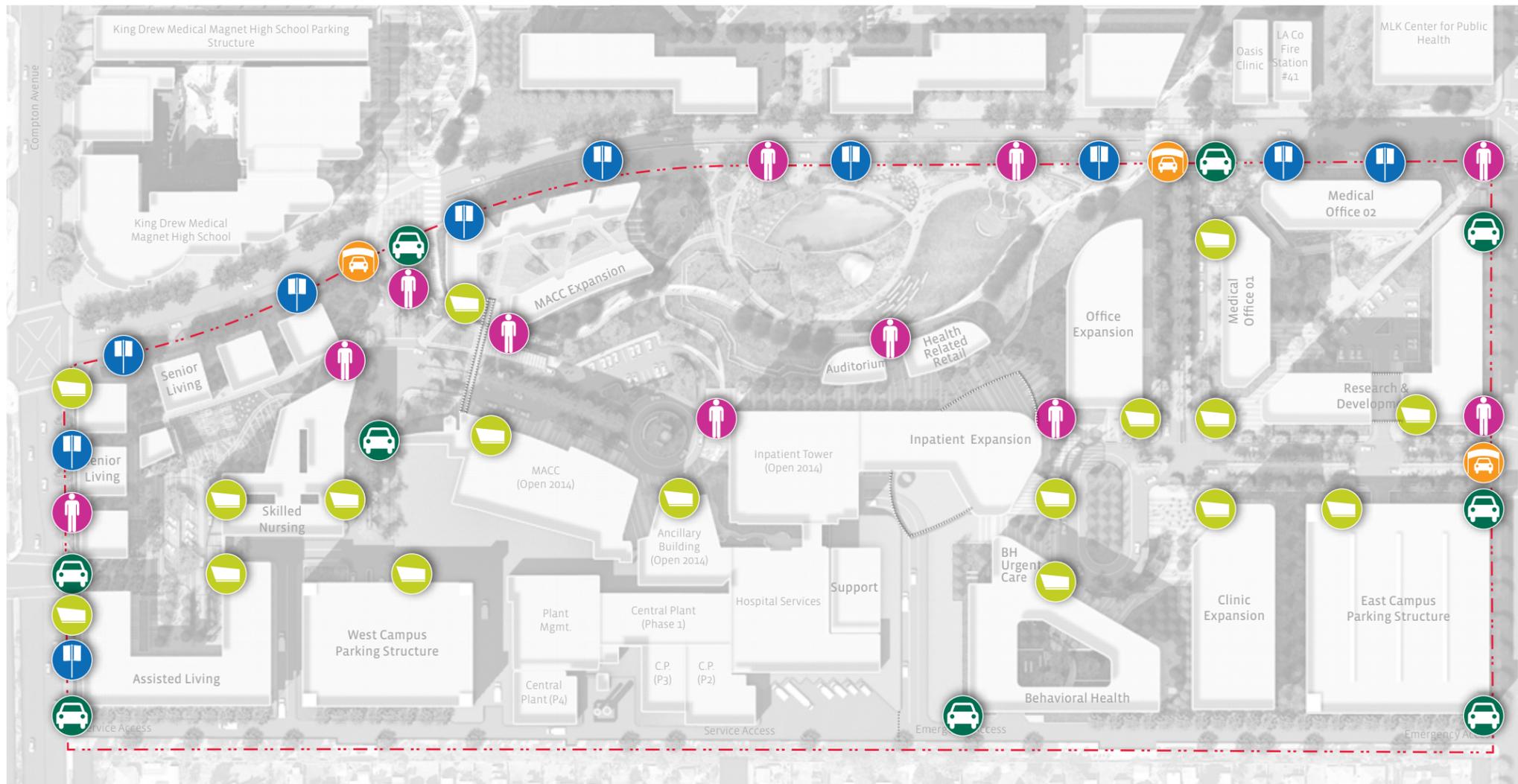


STREET POLE BANNERS

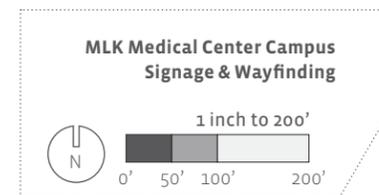


BUILDING MONUMENT SIGNAGE

GATEWAY



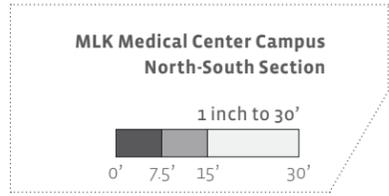
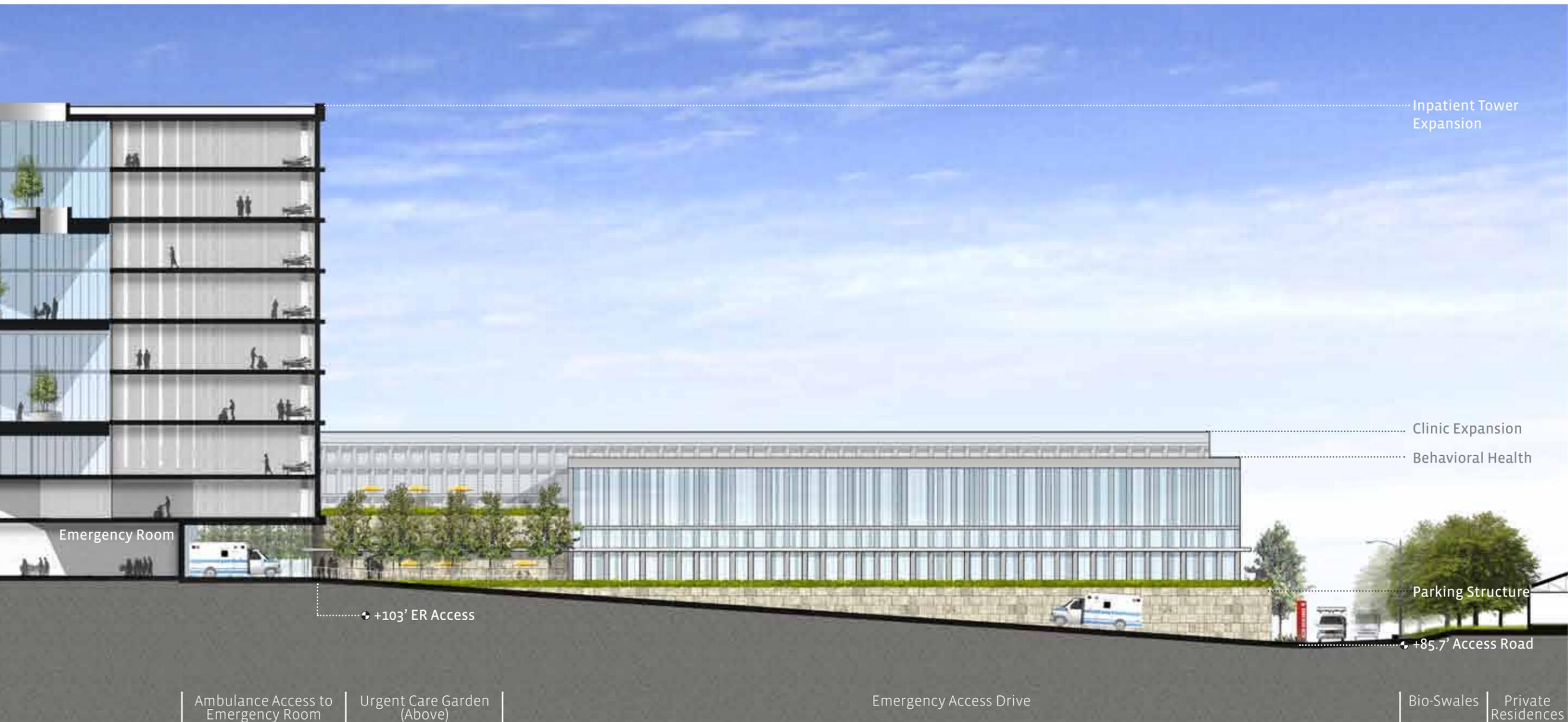
SIGNAGE & WAYFINDING



- Legend:**
- MLK Medical Center Campus Master Plan
 - Gateway Sign
 - Street Pole Banner Sign
 - Pedestrian Directional Sign
 - Building Monument Sign
 - Vehicular Directional Sign

CAMPUS SECTION





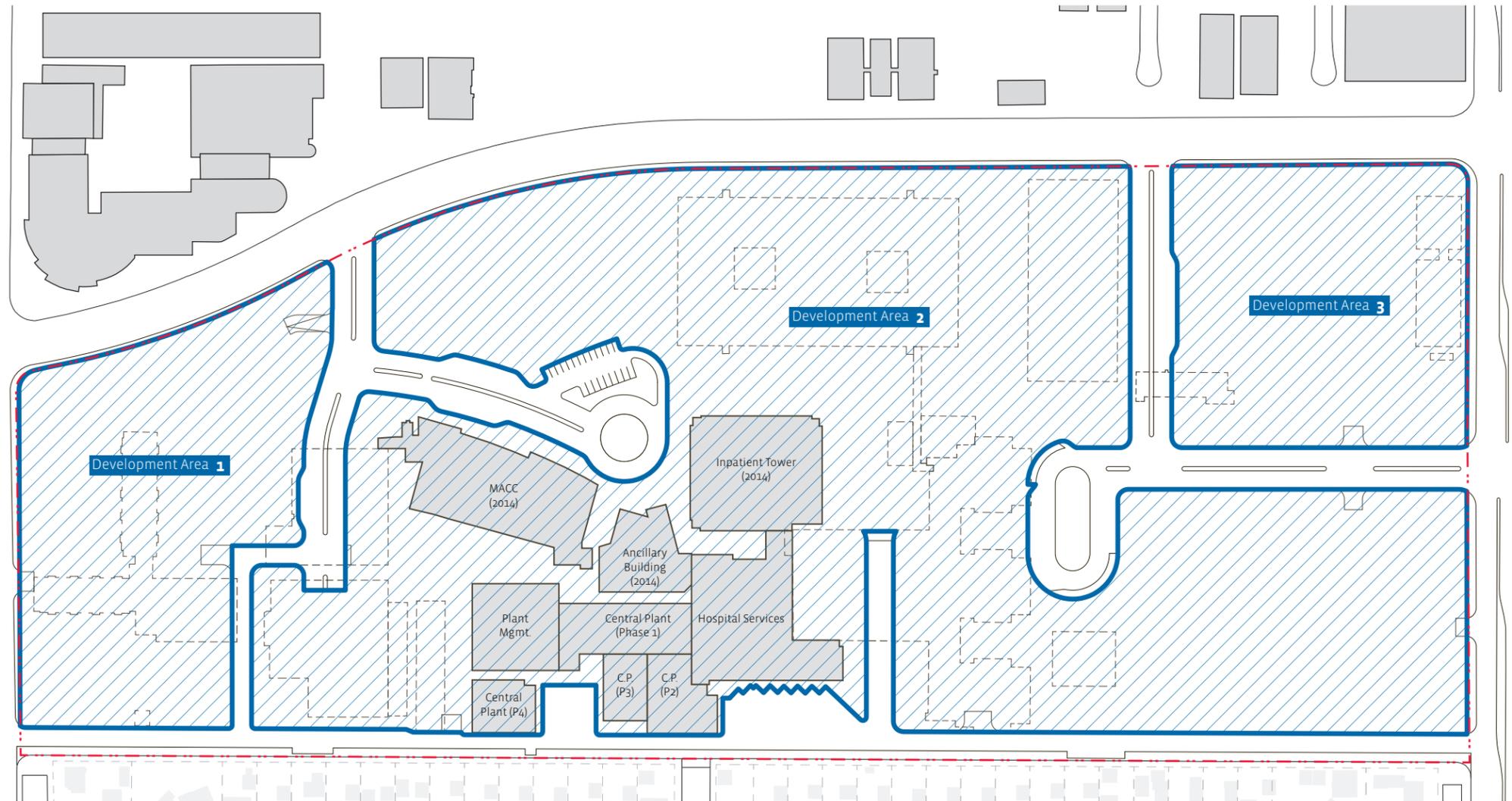
Development Areas

The MLK Medical Center Campus is parceled into three development areas as a method of organizing implementation projects and describing the planning and design criteria. While separate, the three areas are envisioned to develop into three mutually beneficial developments. Shared uses and parking are integrated into the plan where practical to maximize the development potential of facilities and open spaces and support the mission of health and wellness.

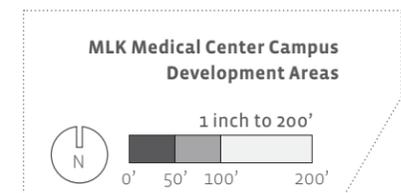
Development Area 1 is proposed as a continuing care retirement community (C.C.R.C.) and provides a spectrum of care including senior housing, assisted living and skilled nursing uses.

Development Area 2 retains its land use designation as public facilities and includes medical facilities and related support uses.

Development Area 3 is slated for medical office and/or research and development facilities.

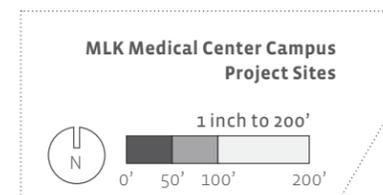
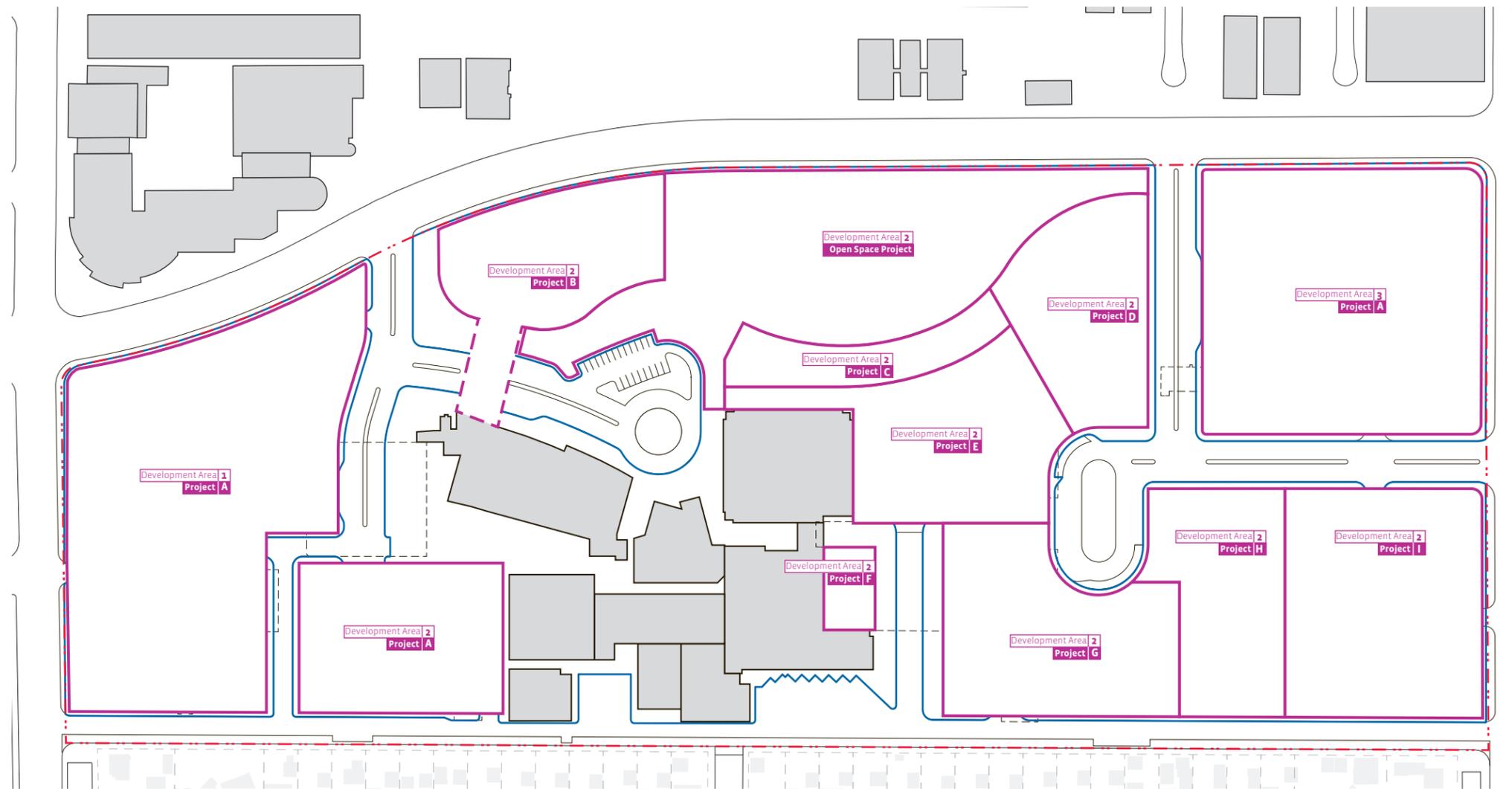


Legend:
 MLK Medical Center Campus Master Plan
 Development Area Boundary



Project Sites

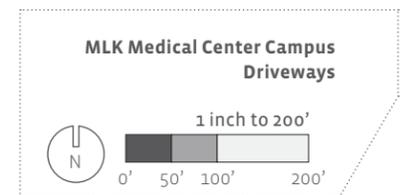
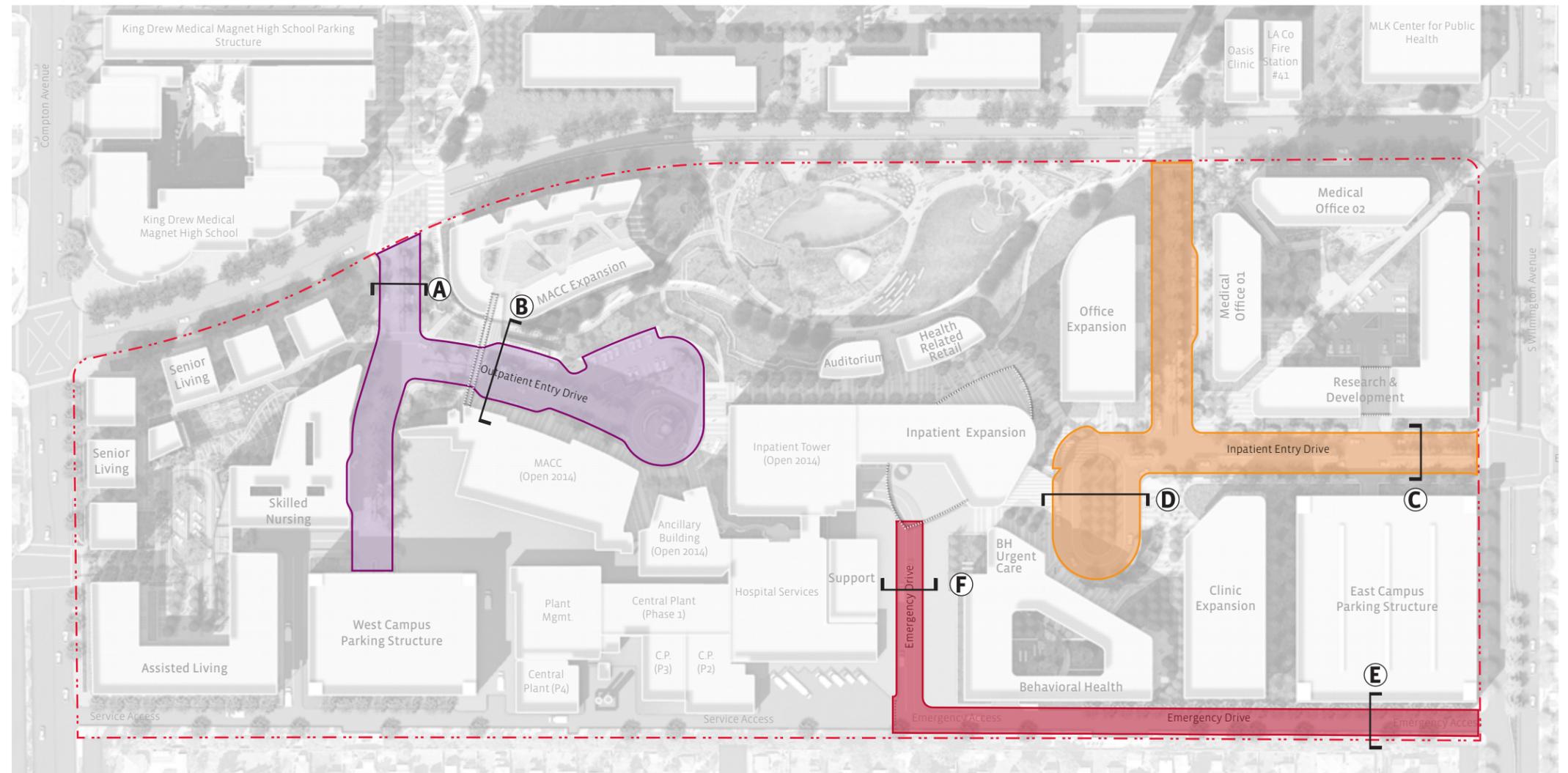
Each development area contains one or more project sites. Project sites, defined by boundaries, include a series of criteria establishing standards for land use, size, height, access, parking and the character of the recommended facilities and/or open spaces comprising each project. The development approach to the MLK Medical Center Campus integrates publicly accessible open space, setback areas and circulation areas, where applicable, to create seamless boundaries between projects, allowing a more expansive experience and minimizing barriers and possibly unsafe, un-surveilled areas.



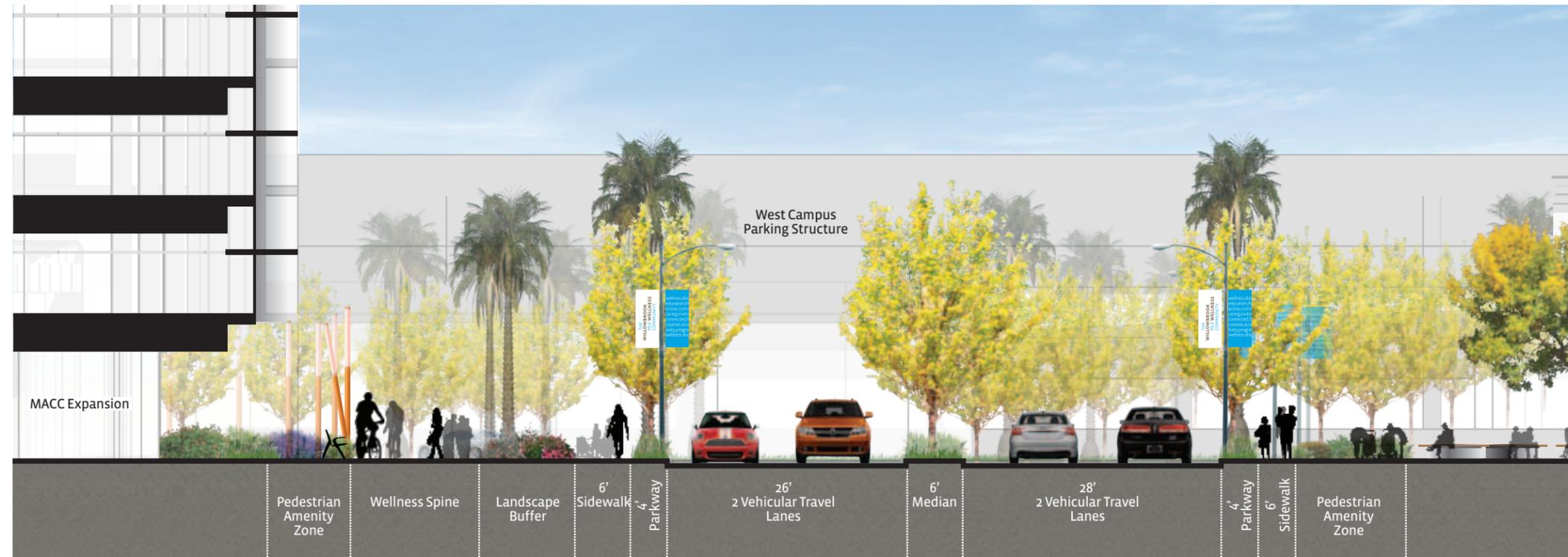
- Legend:**
- MLK Medical Center Campus Master Plan
 - Development Area Boundary
 - Project Sites Boundary

Driveways

The MLK Medical Center Campus has three primary driveways; inpatient, outpatient and emergency, supporting the campus organization. The separate driveways clarify wayfinding for visitors and patients by providing direct access to drop offs at the medical facilities and parking areas. The dedicated emergency drive provides ambulances with unimpeded access while eliminating driveways from the central portion of 120th Street limits conflicts between cars, bicycles and pedestrians. The driveways act as a gateway to the campus, with landscape and pedestrian amenities contributing to its identity as a place of health and wellness.



Section A- Outpatient Entry Driveway

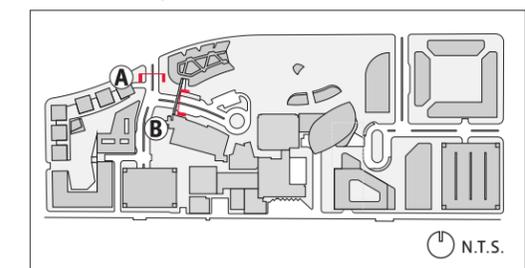


DRIVEWAY SECTIONS

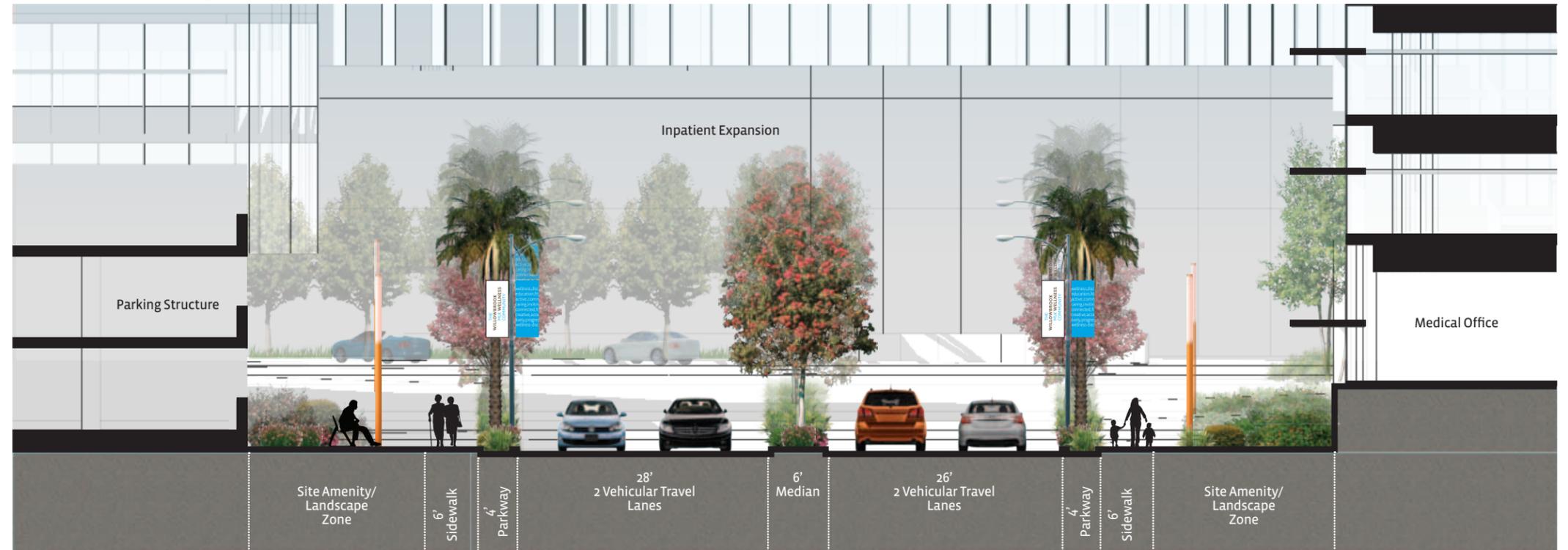
Section B- Outpatient Drop-off



Location Map



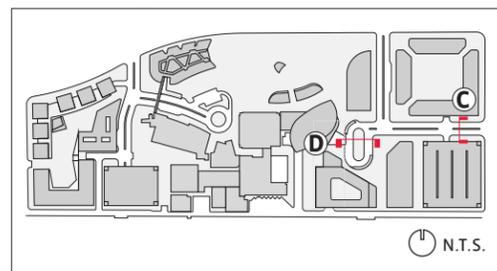
DRIVEWAY SECTIONS Section C- Inpatient Entry Driveway



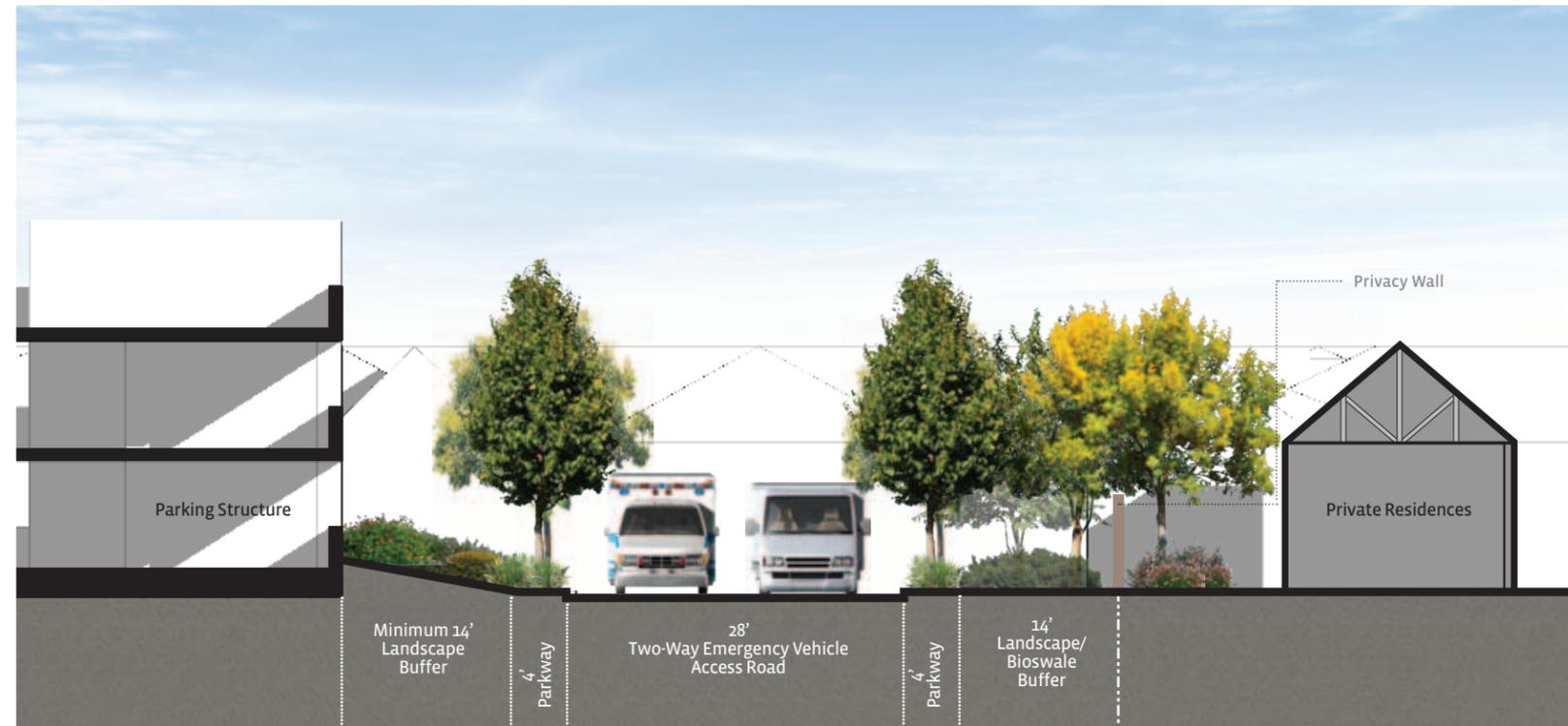
Section D- Inpatient Drop-off



Location Map

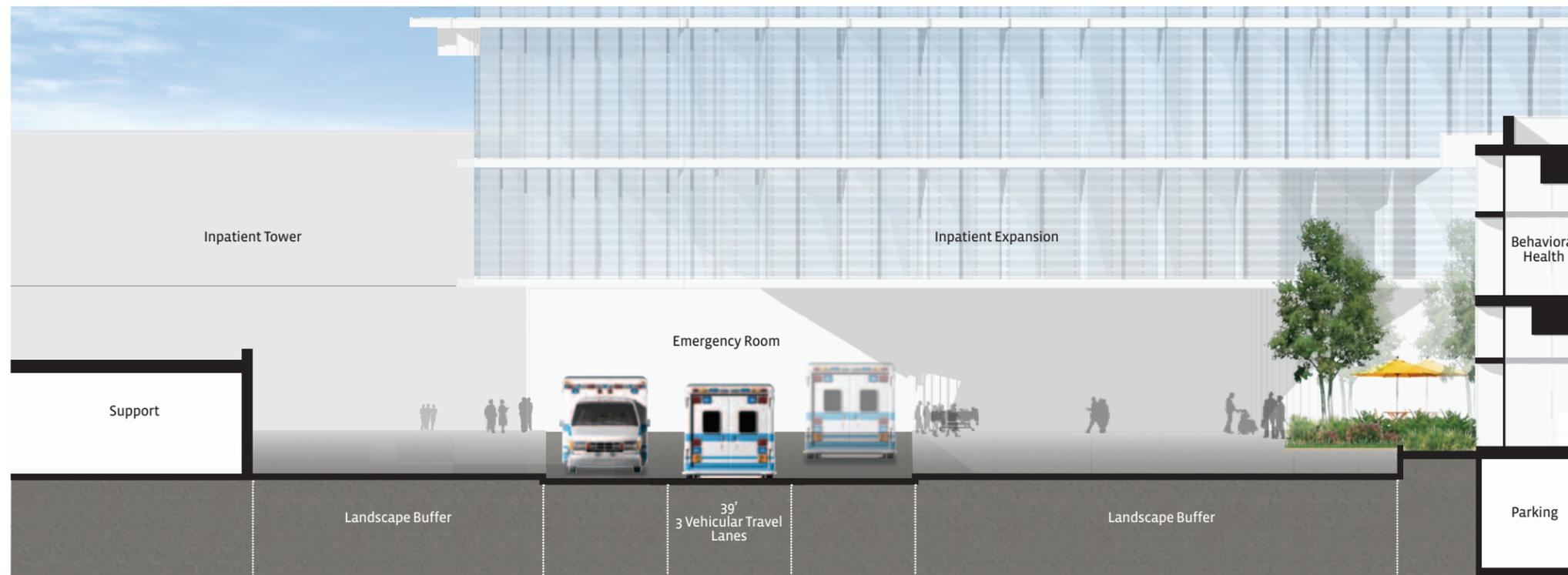


Section E- Emergency Access Driveway

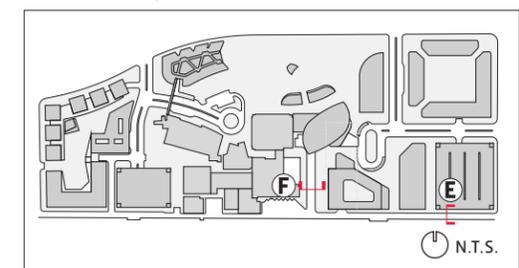


DRIVEWAY SECTIONS

Section F- Ambulance Drop-off



Location Map



Development Framework - Methodology

The development framework is intended to ensure consistent quality of design, overall campus legibility and character and efficient implementation of the MLK Medical Center Campus Master Plan. The framework defines quantifiable attributes that all new development, both built and open space, must meet.

The development framework's primary objectives are:

- To provide for programmatic flexibility through creative design solutions that implement the objectives of the Campus Master Plan while protecting the County's and adjacent property owners' interests.
- To provide for a high level of control on development so as to produce an environment that is consistent with the County's vision for a community of health and wellness.
- To implement standards that will promote the identity of the campus.

Each project is defined by the following:

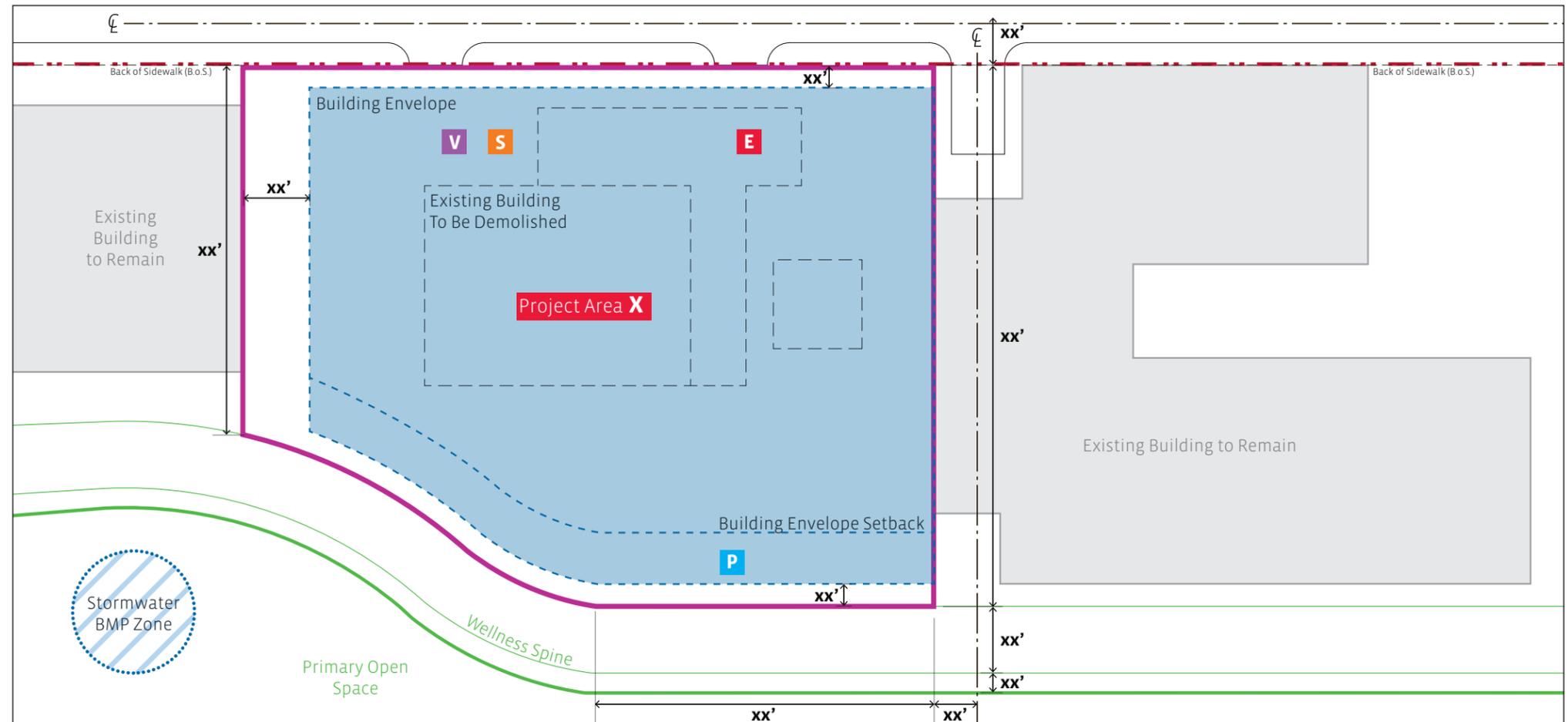
Project Area Size: The project area size is shown as gross square footage of area inside the project area boundary.

Use: The land use(s) of each project site is designated. In some cases, certain project sites may allow more than one land use.

Open Space: Minimum required amount of accessible open space, softscape or hardscape, expressed as a percentage of total project area. Required open space does not include driveways and/or parking areas.

Legend:

- MLK Medical Center Campus Master Plan - · - · -
- Existing Building
- Existing Building To Be Demolished
- Project Site Boundary
- Building Envelope
- Primary Open Space Area
- Wellness Spine
- Stormwater BMP Zone
- Primary Pedestrian Entry Zone P
- Primary Vehicular Entry Zone V
- Service Access Zone S
- Emergency Access Zone E
- Center Line
- Back of Sidewalk (B.o.S.)



Height: Maximum building height is defined by an elevation, shown as a number above mean sea level (AMSL) and a maximum number of levels above grade. Mechanical equipment, parapets, screening and mechanical penthouses may exceed the maximum height envelope. These building height standards provide a structure responding to an appropriate density and massing that addresses the quality of the internal environment and the visual impact on the adjacent projects, open spaces and neighborhoods. The standards respond to the land use of the neighboring parcels and the heights of existing buildings nearby.

Development Intent: The intent is defined by the overall criteria specific to each project site for facilities and open space. In some cases, the primary open space will be adjacent to the project site and should be incorporated into overall development strategies.

Access Strategy: The access strategy defines primary access and circulation for emergency, service, private vehicles, pedestrians and bicyclists.

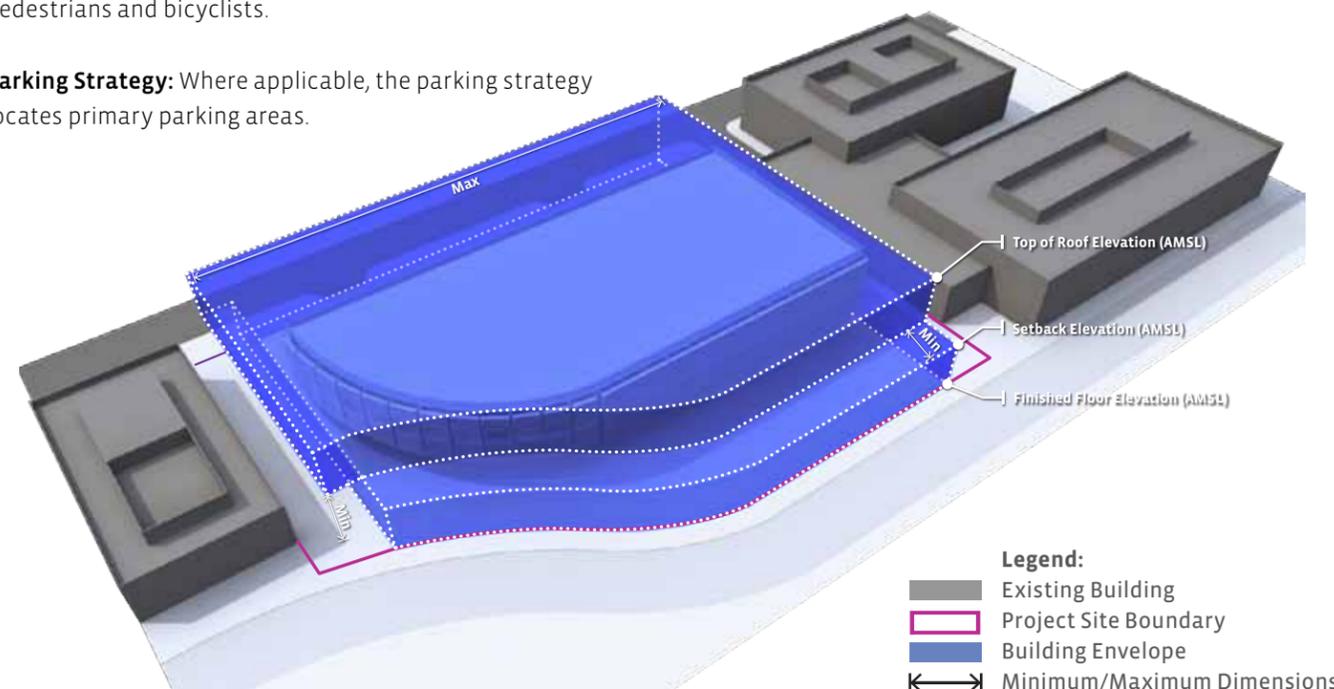
Parking Strategy: Where applicable, the parking strategy locates primary parking areas.

Campus Planning Intent

Criteria for facilities and open space specific to each project site are included in the in the following project criteria, but must also incorporate the MLK Medical Center Campus strategies and planning concepts documented earlier in this section. Additionally, the following guidelines apply to all projects on the MLK Medical Center Campus:

Campus Design & Building Orientation

- Individual buildings are intended to form a balanced context within the overall campus environment.
- The design of new buildings should contribute to the overall cohesion of the campus.
- Use building mass and form to define open spaces, frame views and respond to the circulation framework.
- Define building entrances in conjunction with the primary patterns of use and entry including defined pedestrian circulation paths.



- Form identifiable entry sequences.
- Site buildings to reinforce the pedestrian nature of the campus.
- Provide open space for each building where possible, that is directly accessible utilizing integrated landscape and architectural design.
- Limit visual monotony by use of both repetition and change in various building patterns.

Building Design

- Attain or exceed LEED Silver requirements or the equivalent.
- Relate the size, character and setting of the building to the functions of adjacent open space elements and pedestrian networks.
- Use contemporary architectural design consistent with the overall character and identity of the MLK Medical Center Campus.
- Utilize a high quality of design and construction to provide for the long-term function, appeal and reduced maintenance of the building.
- All buildings are to reflect exacting execution of construction and a high quality of fit and finish designed for a minimum of a 40 year life cycle.
- Use materials that exhibit quality and durability with changes in materials correlating to change in plane, direction or element.
- Incorporate operable windows and natural ventilation, wherever practical.
- Use external shading devices as a means to mitigate solar gain.
- Maximize day-lighting and utilize natural ventilation when possible.
- Buildings support wayfinding through orientation to context and major circulation patterns, reinforcing overall massing and development of key focal points on the campus.
- Incorporate transparency into building facades whenever possible.

- Incorporate green or solar roof technology wherever possible.
- Consider orientation, viewsheds and exposure to sun and dominant wind patterns into the design of facades and primary shared spaces.

Parking

- All parking facilities must meet the requirements of the County of Los Angeles.
- Preferential parking should be provided for rideshares and carpools at 5% of total parking capacity and for alternative fuel vehicles at 5% of the total.
- Screen exposed faces of above grade parking structures with landscape and/or architectural screening. Integrate the architecture of the visible portions of parking structures with the form and materials of the adjacent buildings when possible.
- At surface parking lots, a vehicle overhang of twenty-four inches (24") into a landscaped planter area may be included in satisfying the needed depth of a parking space as long as tire stops are provided.
- Utilize concrete curbs, bollards or other physical impediments along the perimeter of the parking areas to ensure that no portion of the vehicles parked on the premises extends over the property line or into the street right-of-ways and to protect the required landscaping areas, walls and fences.

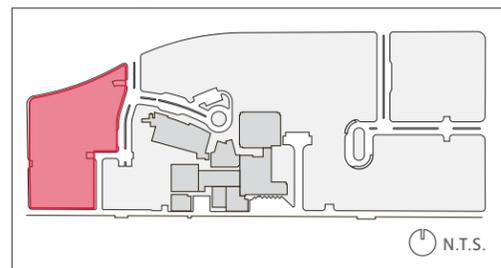
Utilities

- Screening all utilities contributes to the quality of the MLK Medical Center Campus environment by eliminating visual clutter and lessening the visual impact of such elements. Overhead power lines should be eliminated and placed underground. Transformers, meter boxes, backflow preventers and fire protection devices should be located in service areas or otherwise screened by landscape or architectural treatments.

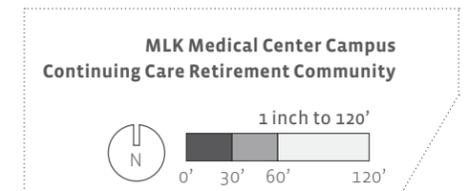
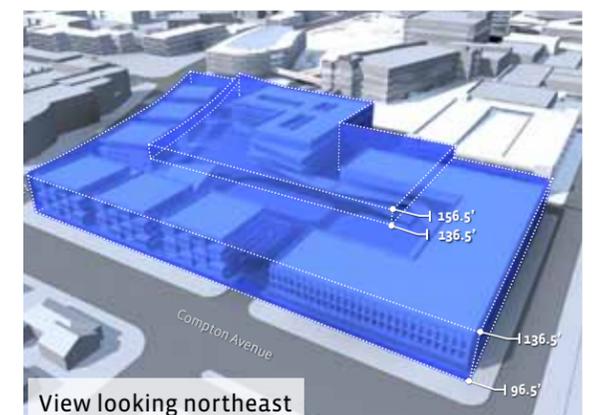
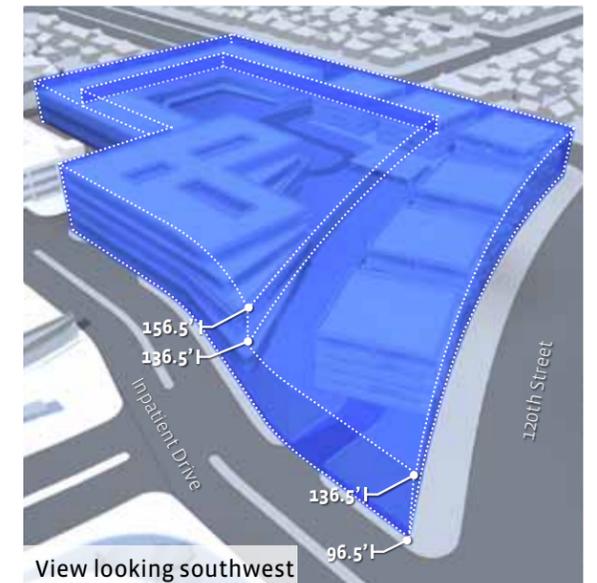
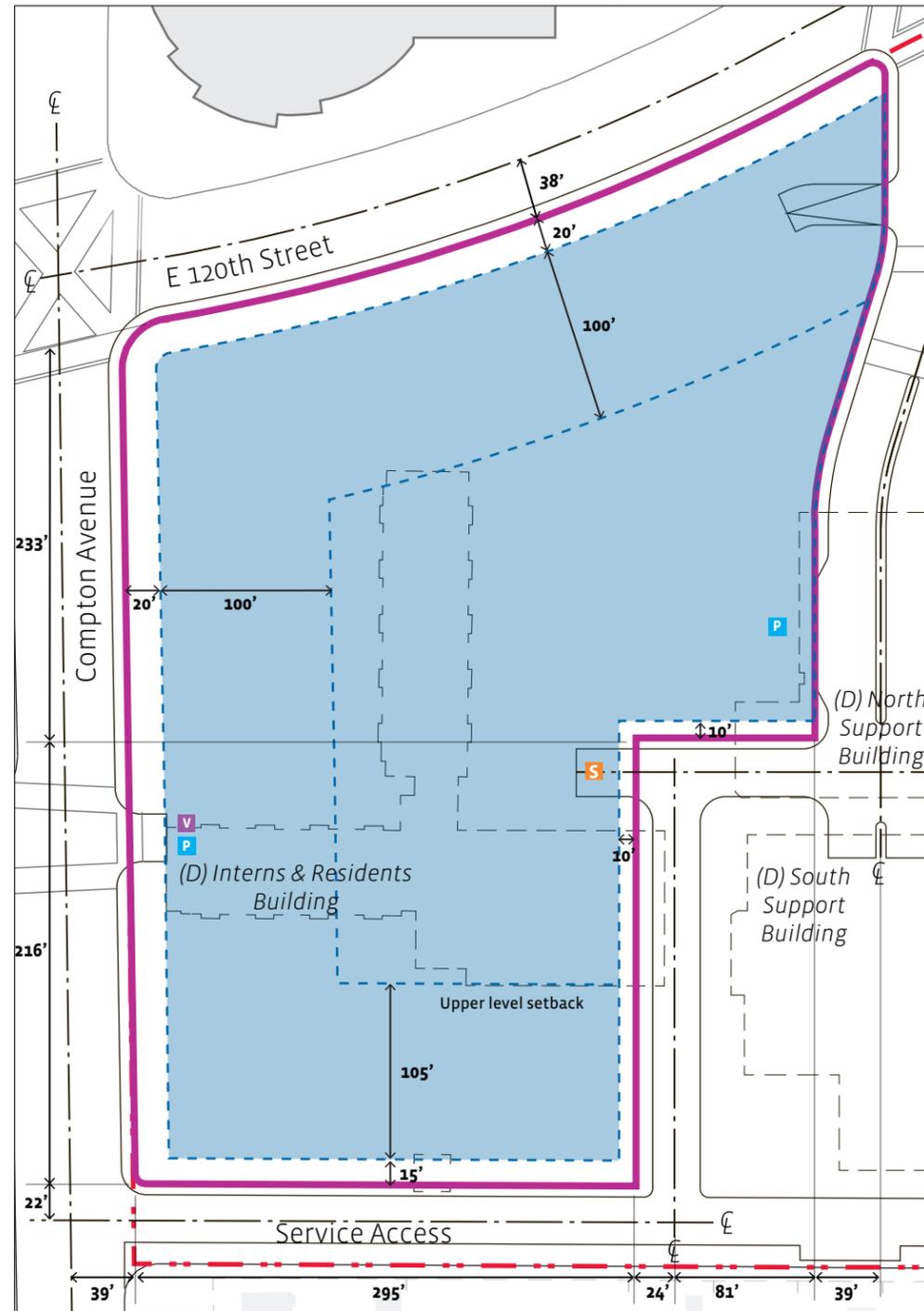
Continuing Care Retirement Community (C.C.R.C.)

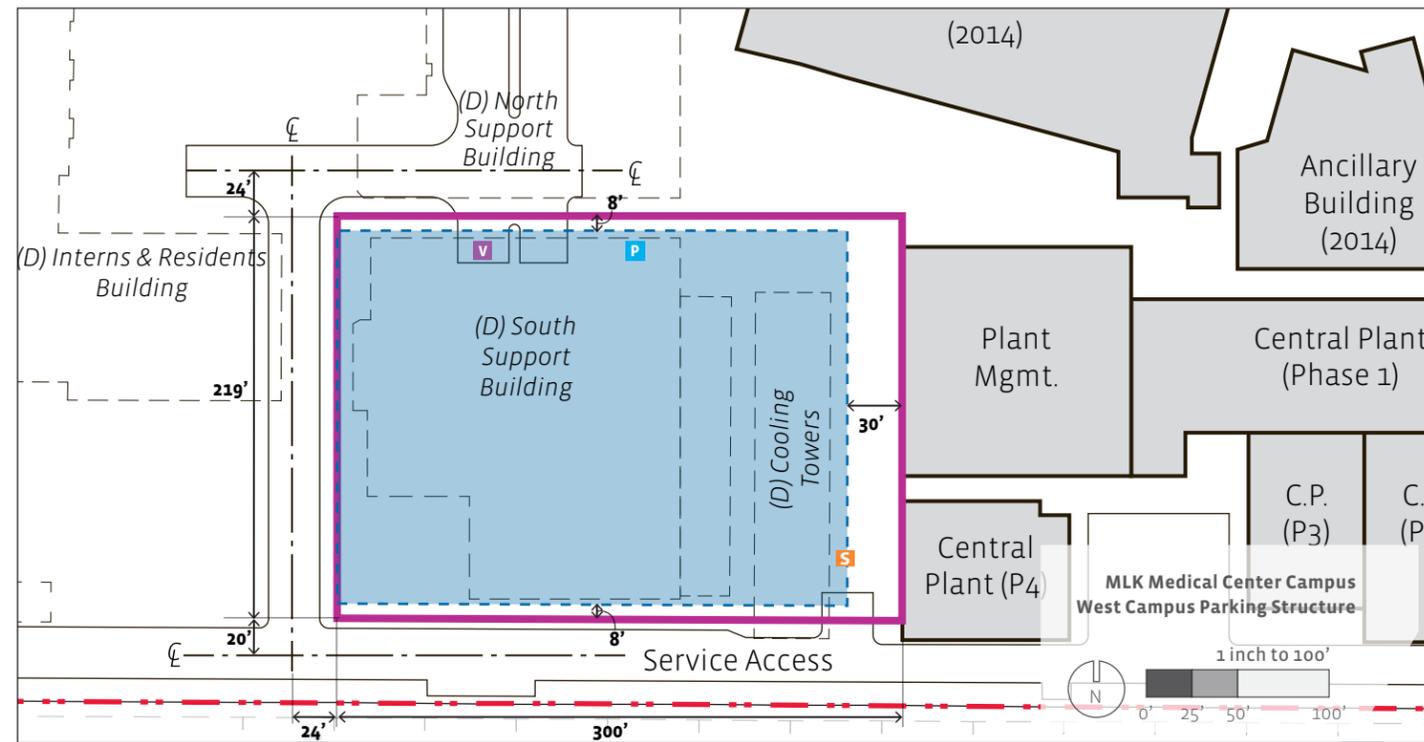
Development Area 01 - Project A
Project Area Size: 205,700 SF
Use: Continuing Care Retirement Community (C.C.R.C.)
Open Space: 30%
Height (Maximum): Tier 1: 136.5' AMSL (4 levels)
 Tier 2: 156.5' AMSL (6 Levels)
Development Intent: Use architectural and landscape design responding to the character, scale and massing of adjacent residential, medical and educational uses. Create a strong street presence on 120th Street and Compton Avenue with buildings defining primary open spaces. Provide a connected series open spaces, large and small, public and private, programmed and passive with direct access from each facility. Foster individual building identity via massing, materials and open space.
Access Strategy: Provide points of vehicular entry from Compton Avenue and the Outpatient Drive. Provide pedestrian access from the Wellness Spine and sidewalks. Provide covered drop offs at each facility accommodating shuttles and visitors.
Parking: Parking is primarily provided by a below grade structure with direct access for residents and visitors from parking to buildings. Short term parking may be provided by a surface lot not to exceed 16 spaces.

Location Map



- Legend:**
- MLK Medical Center Campus Master Plan - - -
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - Primary Pedestrian Entry Zone P
 - Primary Vehicular Entry Zone V
 - Service Access Zone S
 - Center Line





Development Area 02 - Project A

Project Area Size: 66,000 SF

Use: Parking Structure

Open Space: No open space in addition to designated setbacks is required at this project site. Any additional open space will be provided by other sites in the development area.

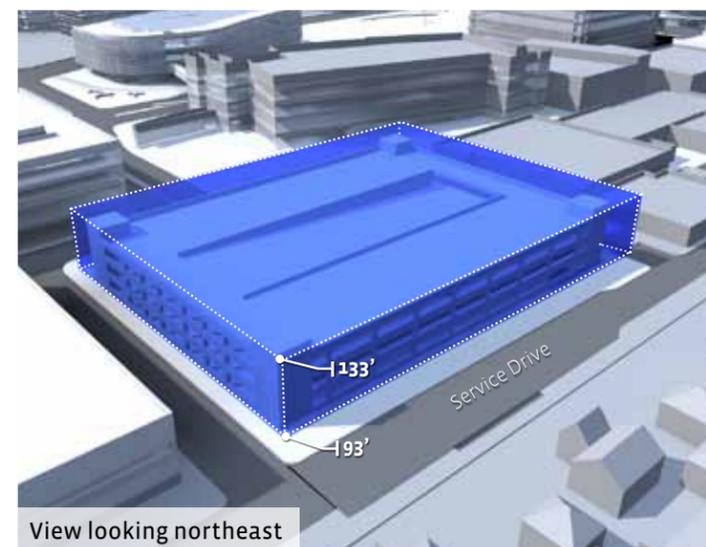
Height (Maximum): 133' AMSL (4 levels above grade)

Development Intent: Provide a central parking location for the MLK Medical Center Campus incorporating screening and buffers to reduce visual and noise impacts.

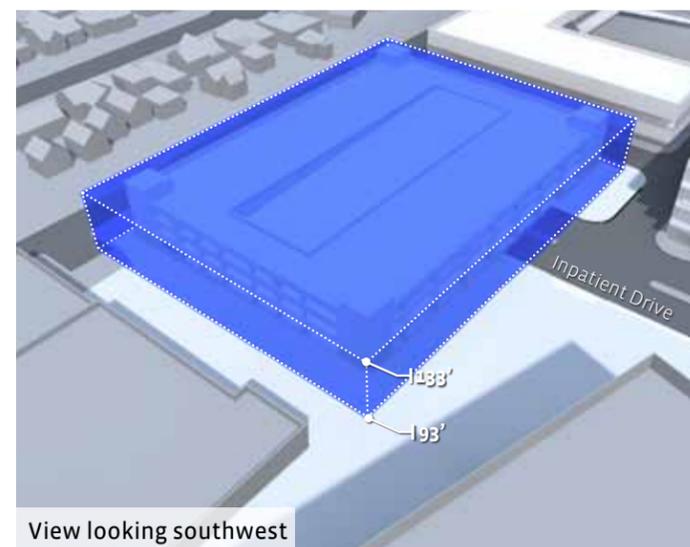
Access Strategy: Provide the primary vehicular entry utilizing the Outpatient Drive and provide primary pedestrian access on the north side of the structure for access to the campus.

Parking: Not applicable

West Campus Parking Structure



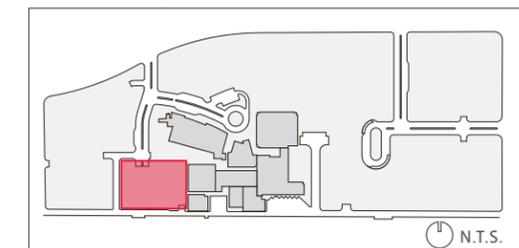
View looking northeast



View looking southwest

- Legend:**
- MLK Medical Center Campus Master Plan
 - Existing Building
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - P Primary Pedestrian Entry Zone
 - V Primary Vehicular Entry Zone
 - S Service Access Zone
 - Center Line

Location Map



Outpatient Expansion

Development Area 02 - Project B

Project Area Size: 55,700 SF

Use: Outpatient Services

Open Space: 10%

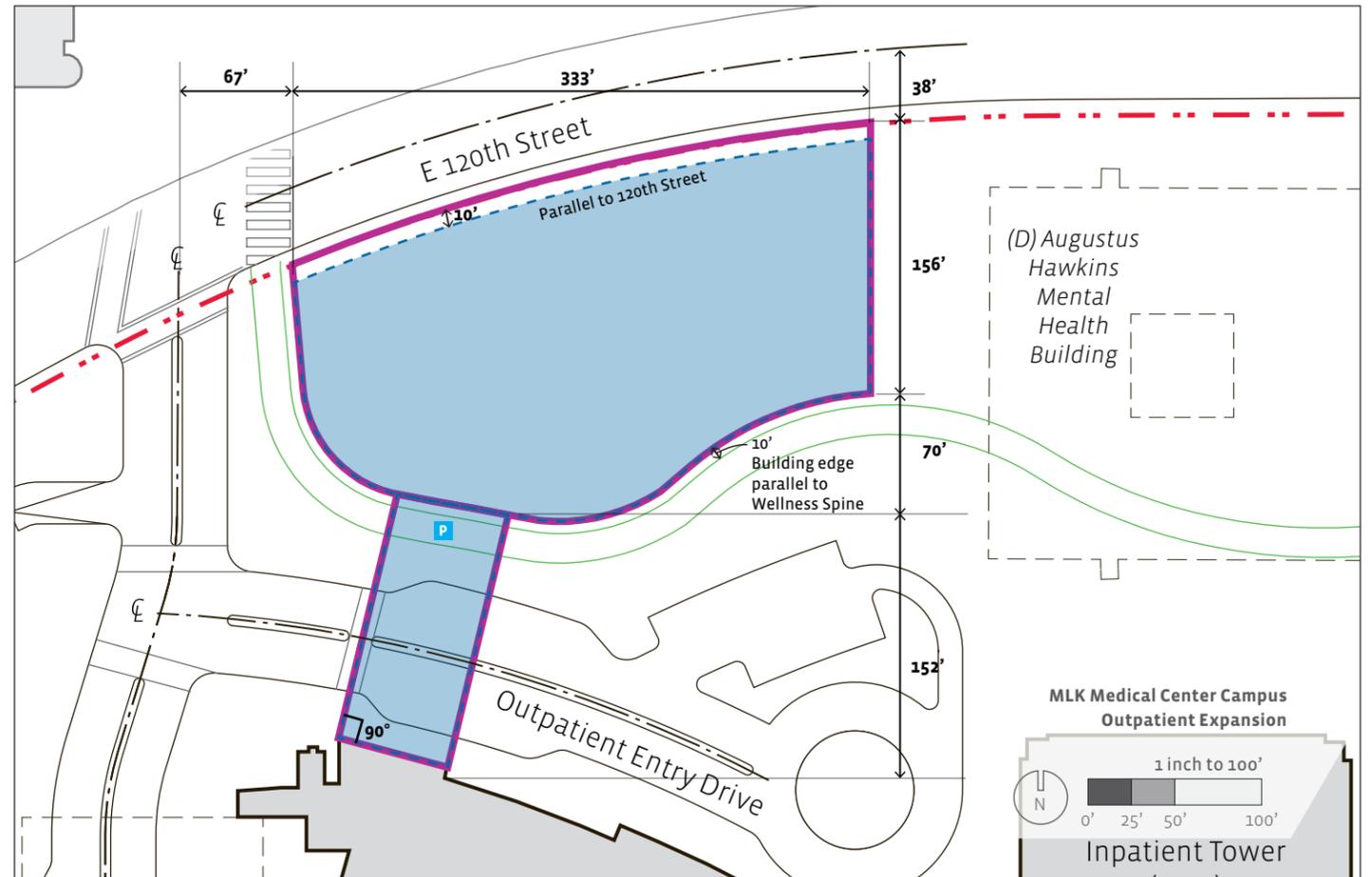
Height (Maximum): 175' AMSL (6 levels)

Development Intent: Provide an expansion building to augment the existing out-patient facility utilizing, where possible, existing lobby and service areas. A strong relationship between the interior and exterior, whenever possible, should utilize views and provide direct access to the gardens, courtyard or decks and the adjacent central open space.

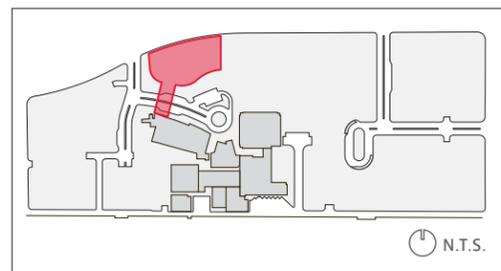
Access Strategy: Provide primary pedestrian access directly adjacent to the covered drop-off. Primary vehicle access is from the Outpatient Drive to the covered drop off or West Campus parking structure or short term visitor parking area.

Parking: Utilize campus shared parking structures and adjacent short term/ADA accessible parking areas.

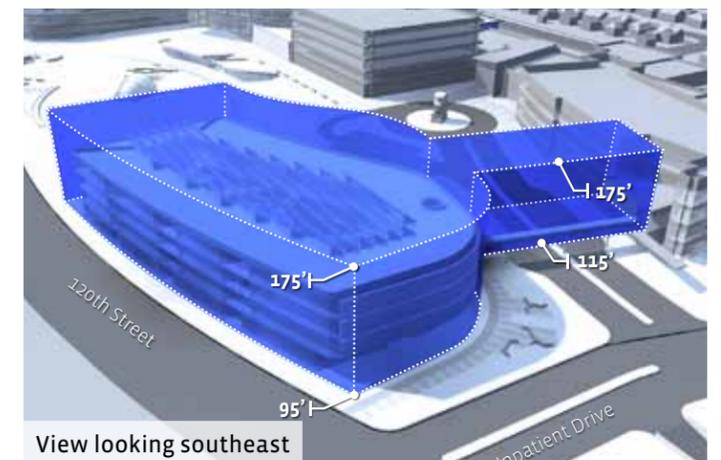
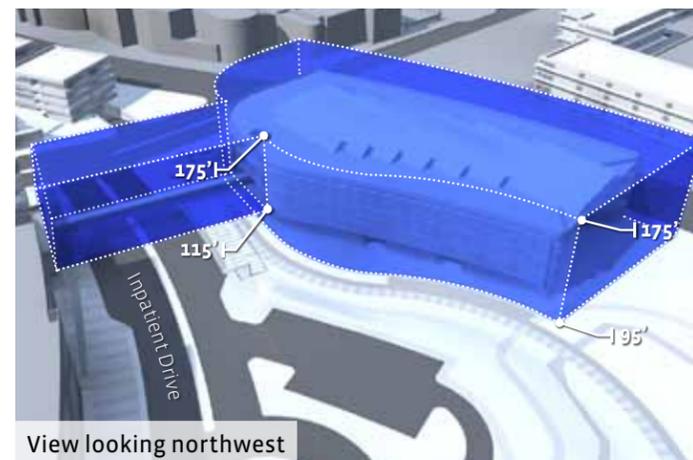
Note: Incorporate community space on the ground-floor accessible to the Wellness Spine and primary pedestrian circulation patterns.

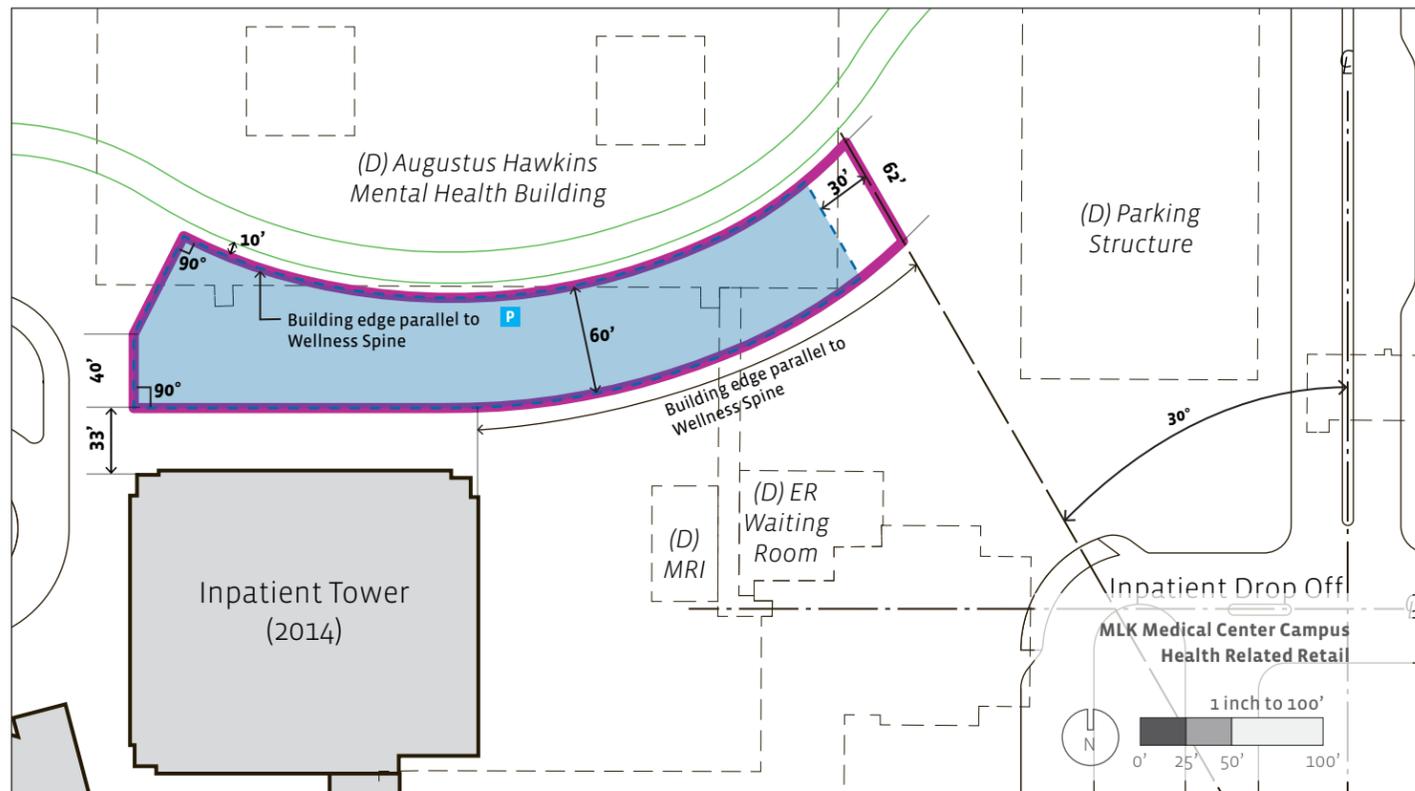


Location Map



- Legend:**
- MLK Medical Center Campus Master Plan ---
 - Existing Building
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - Wellness Spine
 - Primary Pedestrian Entry Zone P
 - Center Line





Development Area 02 - Project C

Project Area Size: 27,400 SF

Use: Health Related Retail/Auditorium/Community Related uses

Open Space: No open space in addition to designated setbacks is required at this project site. Any additional open space will be provided by other sites in the development area.

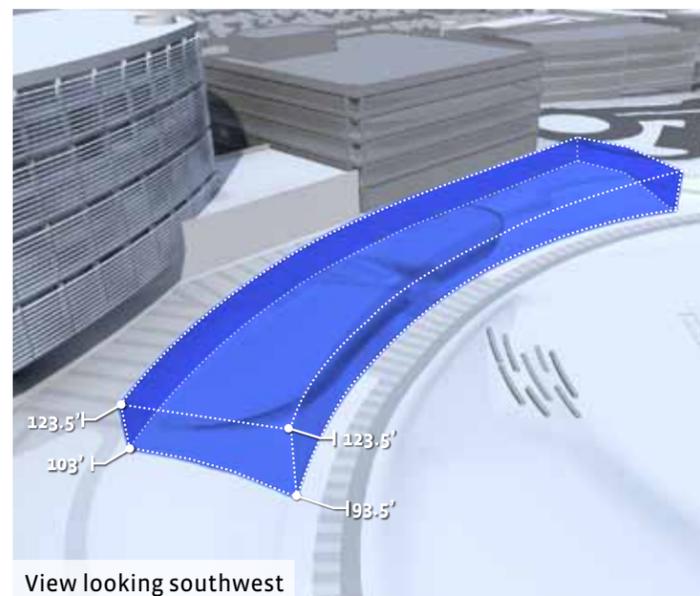
Height (Maximum): 123.5' AMSL (2 levels)

Development Intent: Accommodate grade change, through the building design and provide access from both the upper pedestrian promenade and Wellness Spine. Integrate outdoor seating and waiting areas adjacent to the building entrance(s) that also address the Health Park. Where possible, provide a useable public roof terrace.

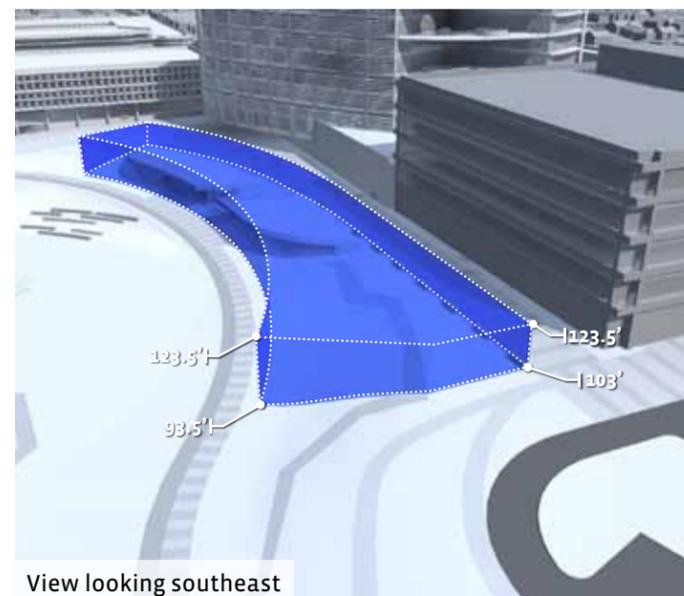
Access Strategy: Provide primary pedestrian access directly from the Wellness Spine and from the upper pedestrian promenade.

Parking: Utilize campus shared parking structures and adjacent short term/ADA accessible parking areas.

Health Related Retail



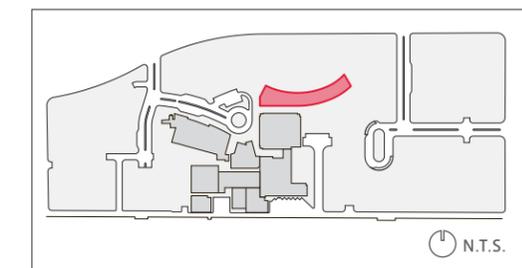
View looking southwest



View looking southeast

- Legend:**
- MLK Medical Center Campus Master Plan
 - Existing Building
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - Wellness Spine
 - P Primary Pedestrian Entry Zone
 - Center Line

Location Map



Office Expansion

Development Area 02 - Project D

Project Area Size: 59,000 SF

Use: Office/Research & Development Expansion

Open Space: 10%

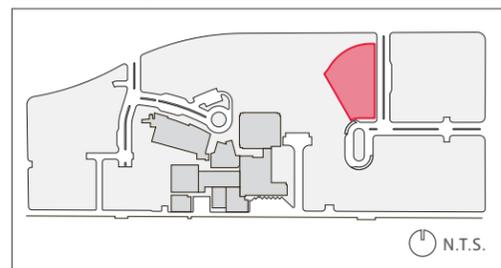
Height (Maximum): 163' AMSL (6 levels)

Development Intent: Provide a built edge along the Inpatient Drive and Wellness Spine with perimeter landscape areas responding to adjacent landscape design strategies. All perimeter areas are to be landscaped.

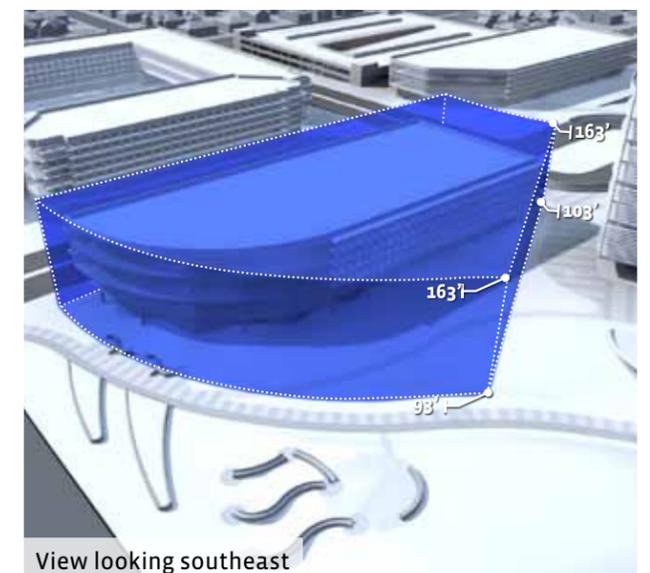
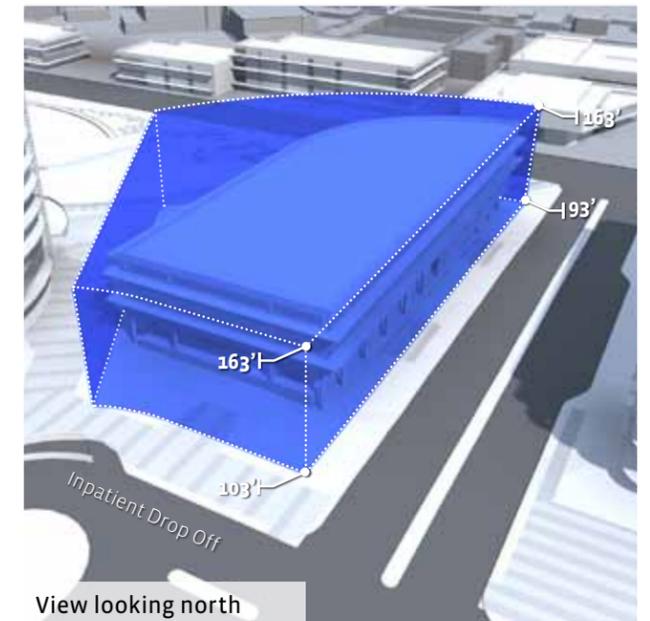
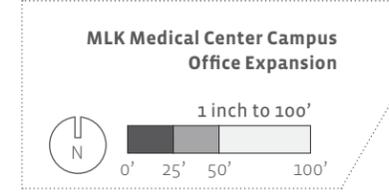
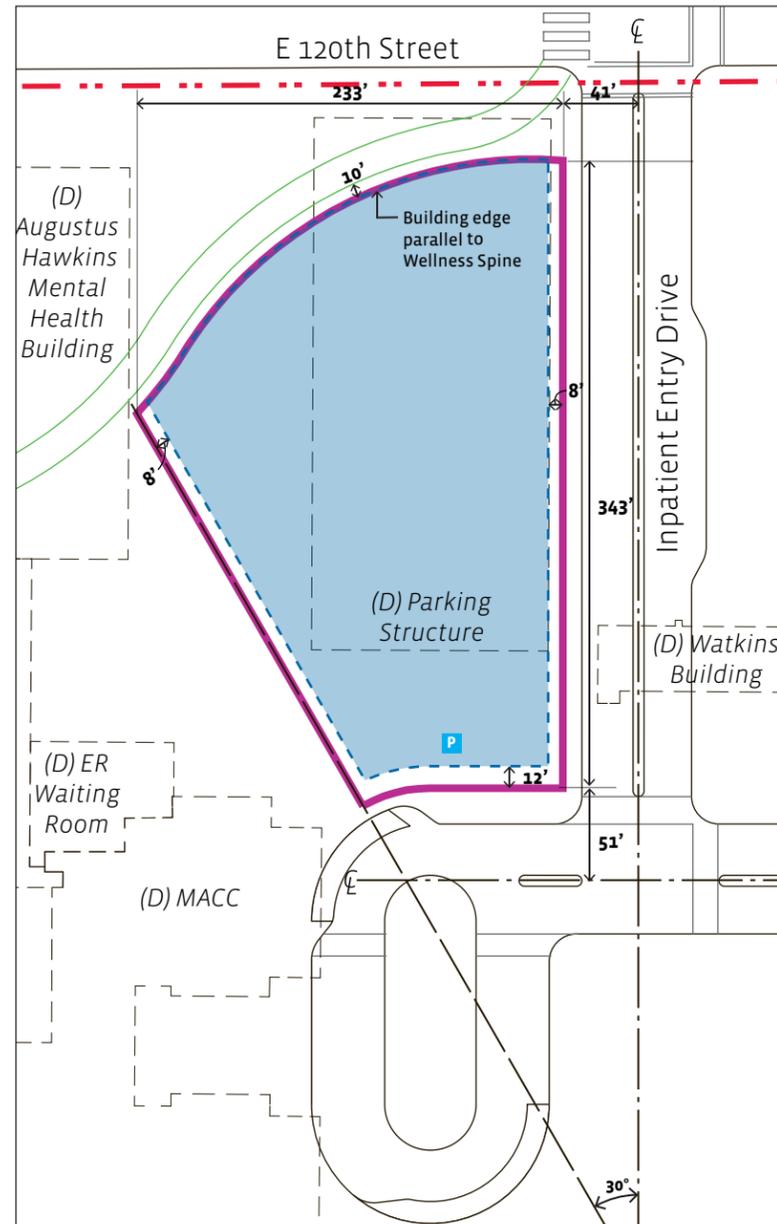
Access Strategy: Provide pedestrian entry from the Inpatient Drive drop-off plaza and lower plaza, provide direct connection to the Wellness Spine. Primary vehicle access is from the Inpatient Drive Plaza.

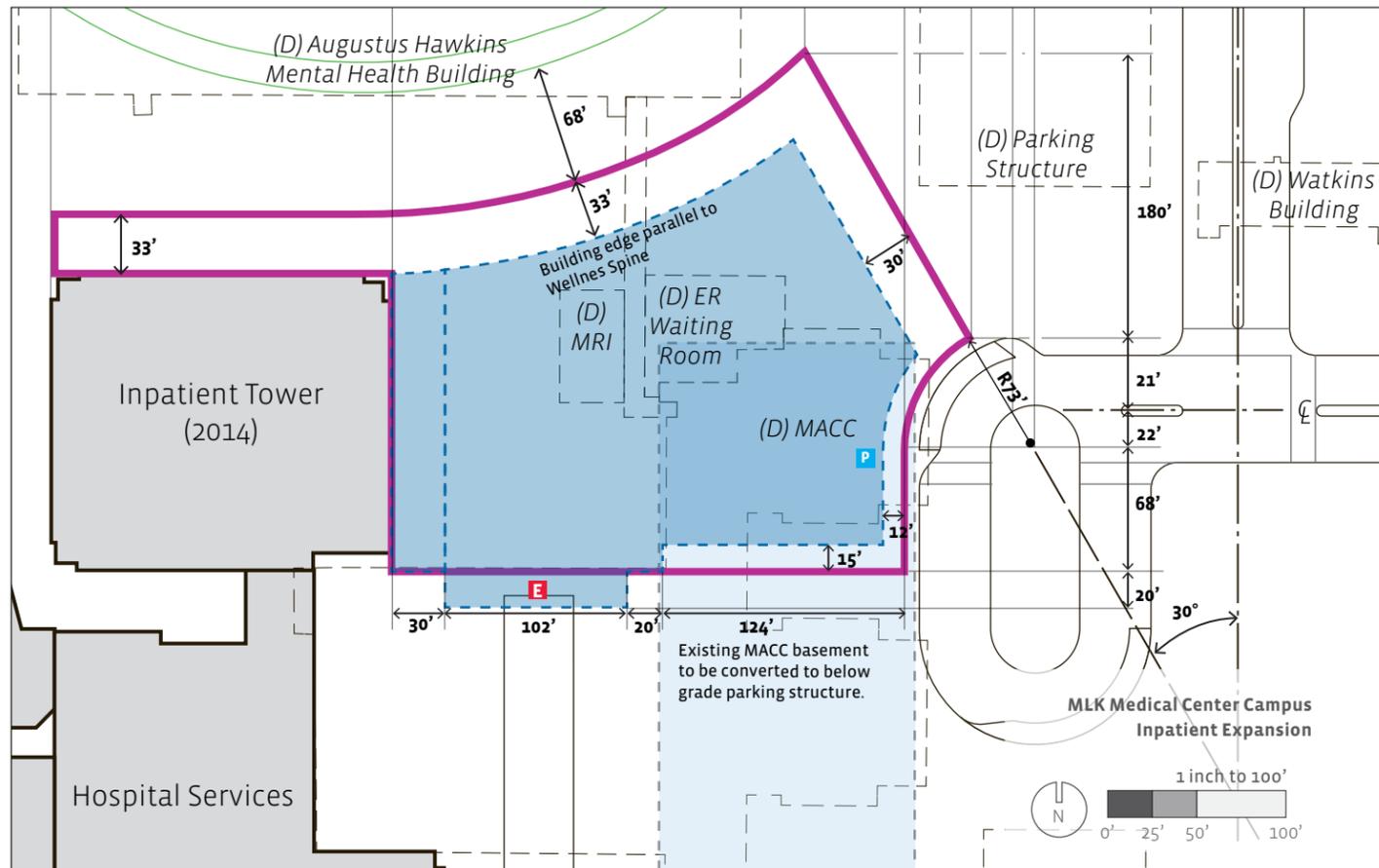
Parking: Utilize campus shared parking structures and adjacent short term/ADA accessible parking areas.

Location Map



- Legend:**
- MLK Medical Center Campus Master Plan ---
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - Wellness Spine
 - Primary Pedestrian Entry Zone P
 - Center Line

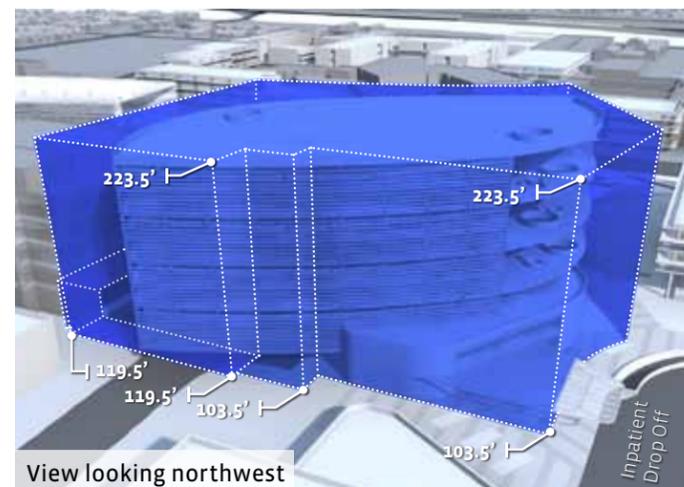
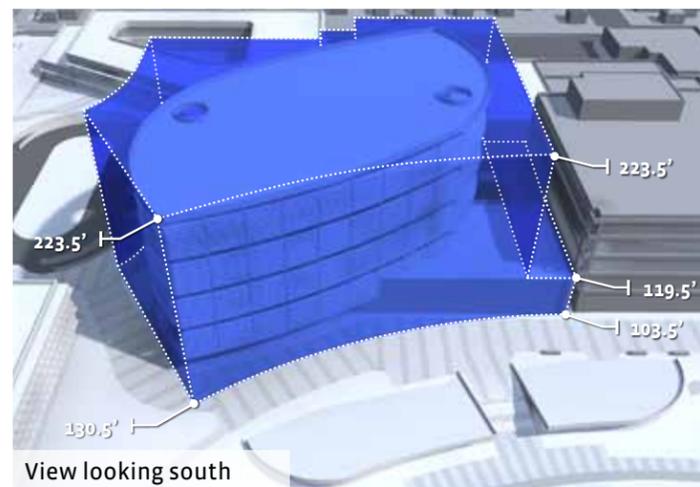




Development Area 02 - Project E

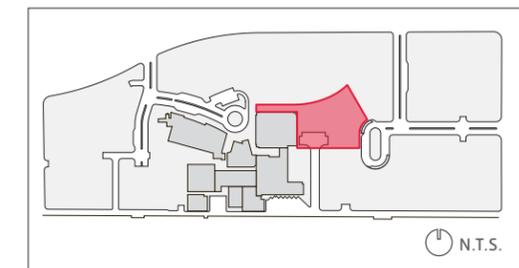
- **Project Area Size:** 75,000 SF
- **Use:** Inpatient Services
- **Open Space:** Provide open space as required by setbacks only. Any additional open space will be provided by other sites in the development area.
- **Height (Maximum):** 223.5' AMSL (10 levels)
- **Development Intent:** Provide expansion for the existing in-patient hospital. Relocate the lobby entry from existing location to the new facility adjacent to the covered Inpatient Drive drop off. A strong relationship between the interior and exterior, whenever possible, should utilize views, direct access to the gardens, courtyard or decks. Adjacent open space should be conceived as outdoor rooms for waiting, meditation, healing and socializing.
- **Access Strategy:** Provide primary pedestrian entry from the covered Inpatient Drive drop-off plaza. Provide primary emergency access from emergency service drive to the new emergency facility at the lower level.
- **Parking:** Primary parking will be provided by the below grade structure with direct access to the inpatient expansion facility and emergency facility.
- **Notes:** Ensure direct, unobstructed connection and/or access to existing emergency services in Inpatient Tower. Provide separate emergency and inpatient lobbies and entries.

Inpatient Expansion



- Legend:**
- Existing Building
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - Wellness Spine
 - Primary Pedestrian Entry Zone
 - Emergency Access Zone
 - Center Line

Location Map



Support Facility

Development Area 02 - Project F

Project Area Size: 9,200 SF

Use: Support

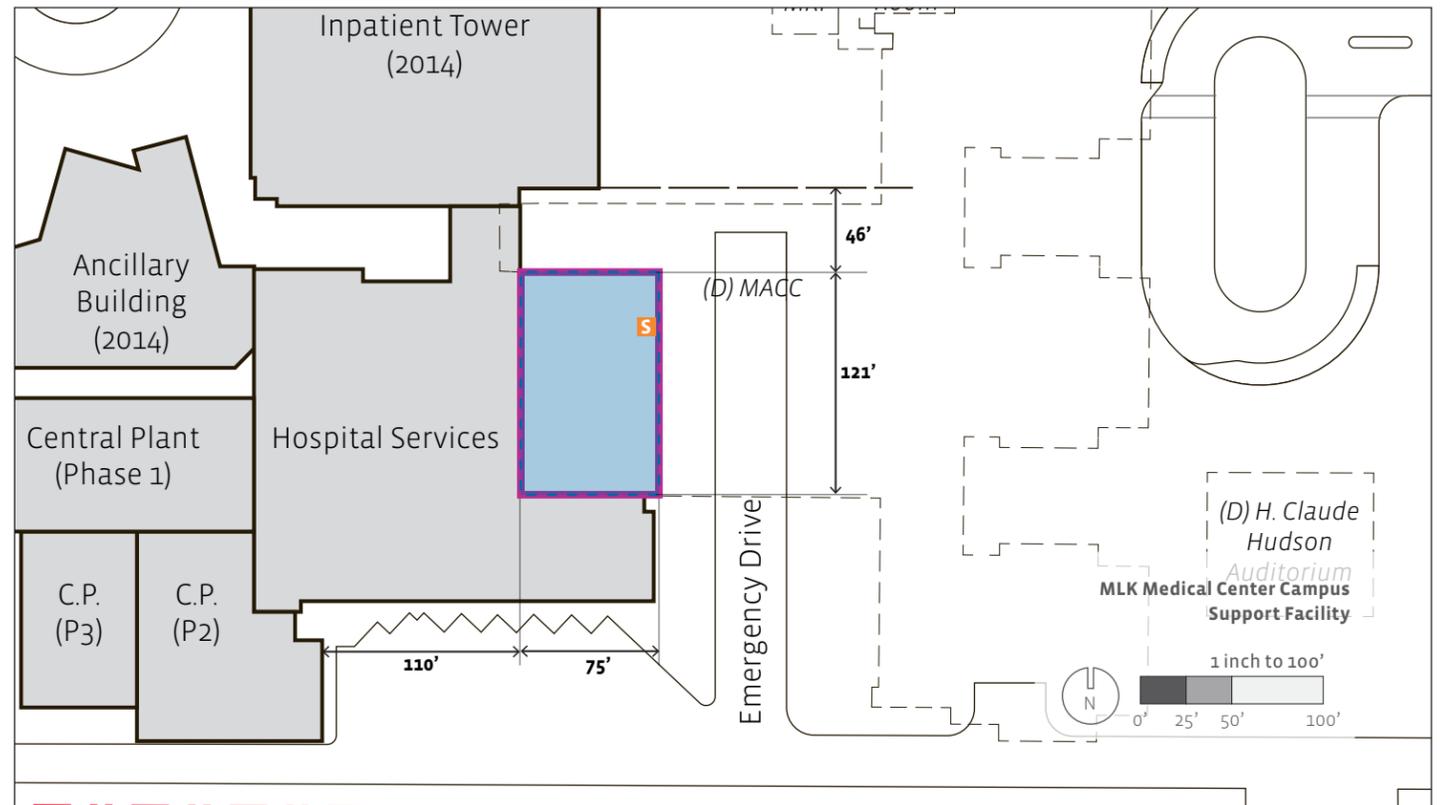
Open Space: No open space is required at this project site. Any required open space will be provided by other sites in the development area.

Height (Maximum): 135' AMSL (3 levels)

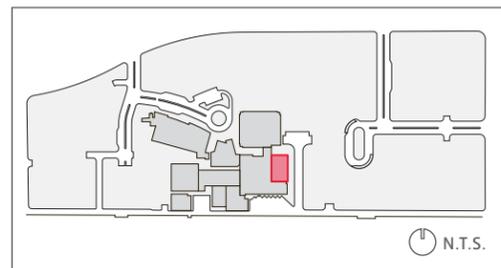
Development Intent: Provide facilities for support services.

Access Strategy: Provide direct access between the support facility and service drive.

Parking: Utilize adjacent service parking areas.

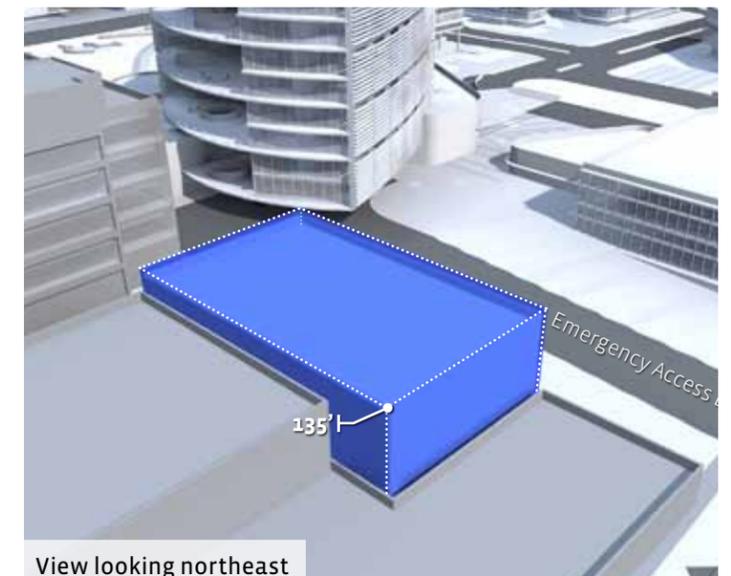
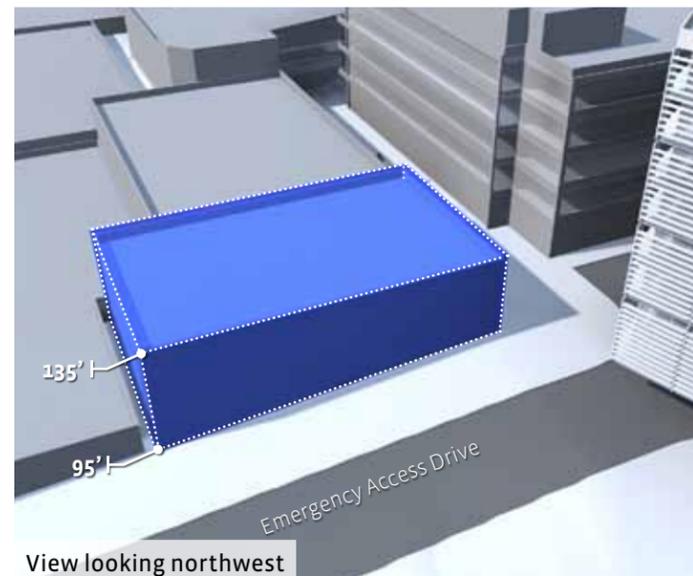


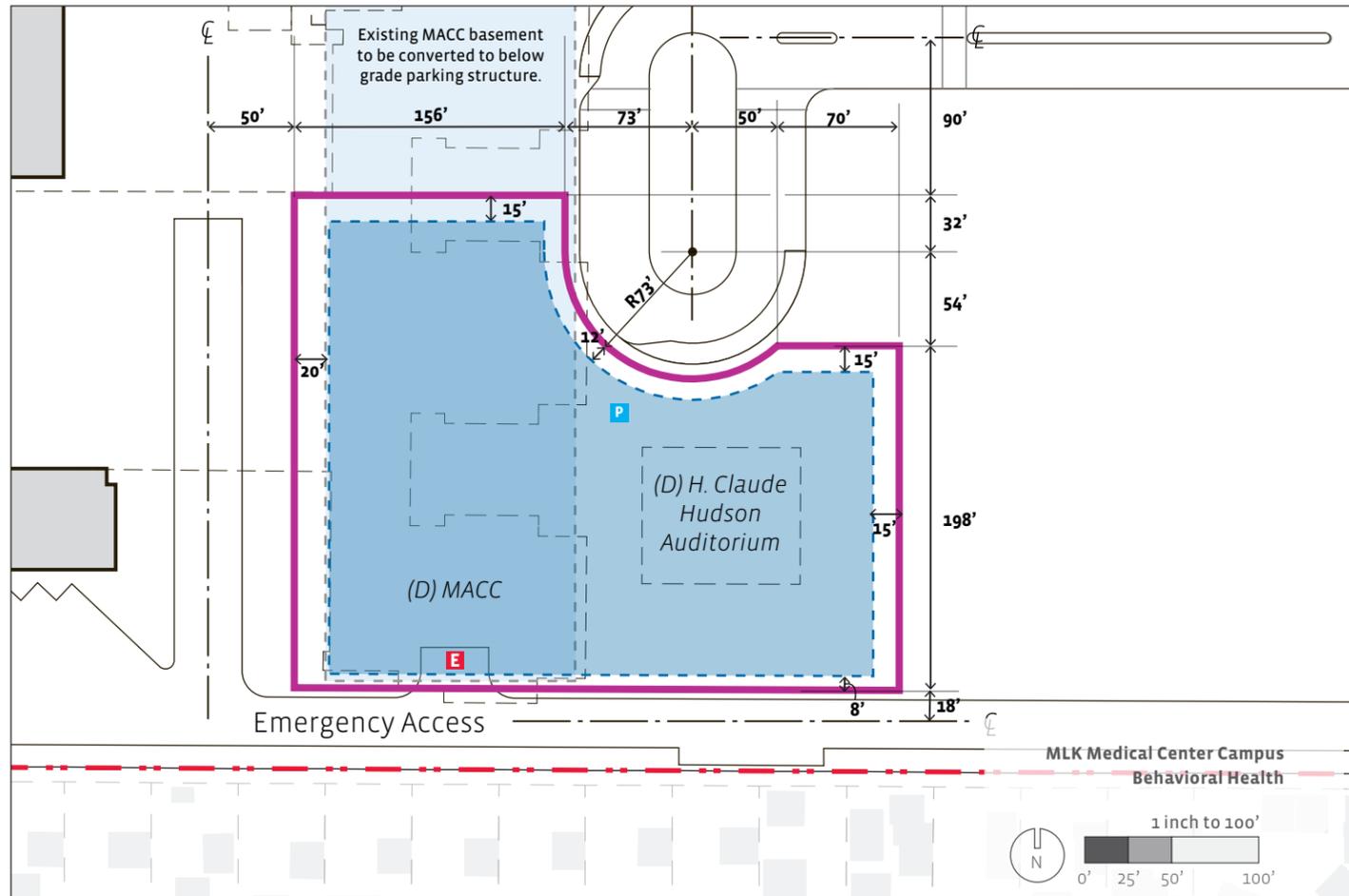
Location Map



Legend:

- MLK Medical Center Campus Master Plan - - -
- Existing Building
- Existing Building To Be Demolished
- Project Site Boundary
- Building Envelope
- Service Access Zone S





Development Area 02 - Project G

Project Area Size: 81,000 SF

Use: Behavioral Health Services

Open Space: 20%

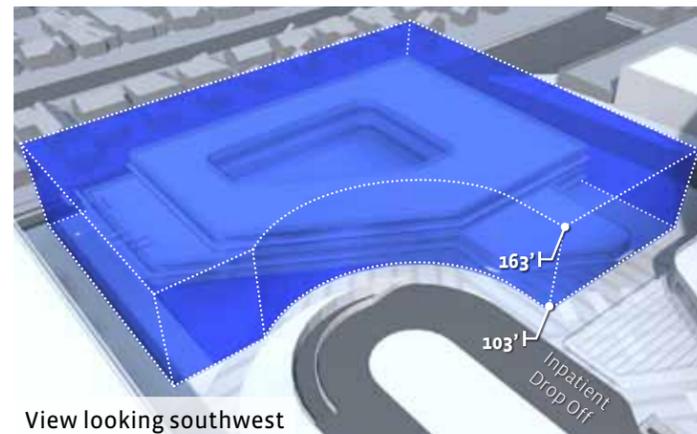
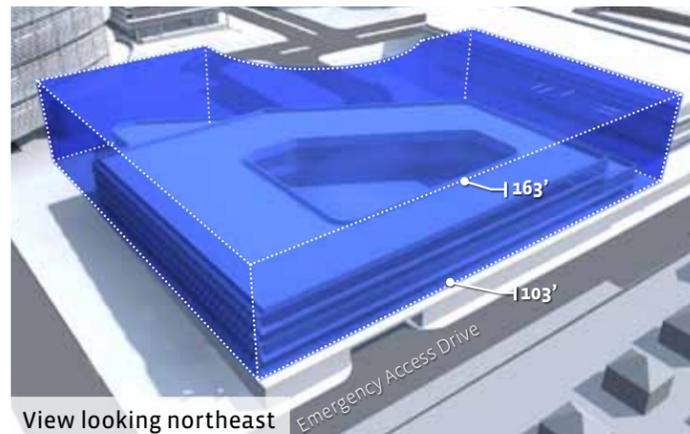
Height (Maximum): 163' AMSL (4 levels)

Development Intent: Integrate the new urgent care and behavioral health facilities with, where feasible, an organic architectural character supporting behavioral health activities, but distinct areas of operation and entry. Private and secure outdoor spaces and roof decks should be directly accessible by patients and staff. Outdoor space should accommodate both individual and group activities. A strong relationship between the interior and exterior, wherever possible, should incorporate views to the outside. Provide outdoor spaces that accommodate activities required by behavioral health services.

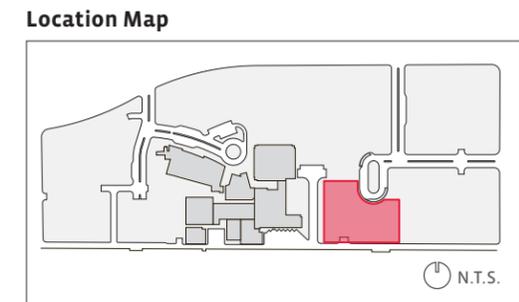
Access Strategy: Provide the primary pedestrian entry from the covered drop off at the Inpatient Drive plaza. Provide direct emergency access from the emergency service drive below grade.

Parking: Utilize the below grade and East Campus shared parking structures.

Behavioral Health



- Legend:**
- MLK Medical Center Campus Master Plan
 - Existing Building
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - P Primary Pedestrian Entry Zone
 - E Emergency Access Zone
 - Center Line



Clinic Expansion

Development Area 02 - Project H

Project Area Size: 58,700 SF

Use: Clinic/Office/MOB/Research & Development

Open Space: 20%

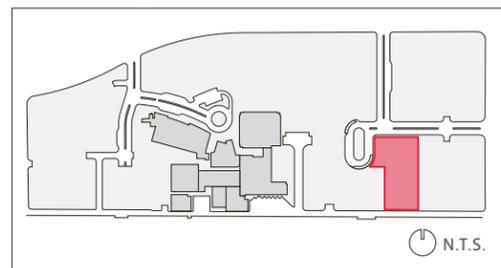
Height (Maximum): 163' AMSL (4 levels)

Development Intent: Provide a strong architectural edge to the Inpatient Drive drop and built buffer from the East Campus Parking Structure. Design perimeter open space to be seamless with adjacent projects.

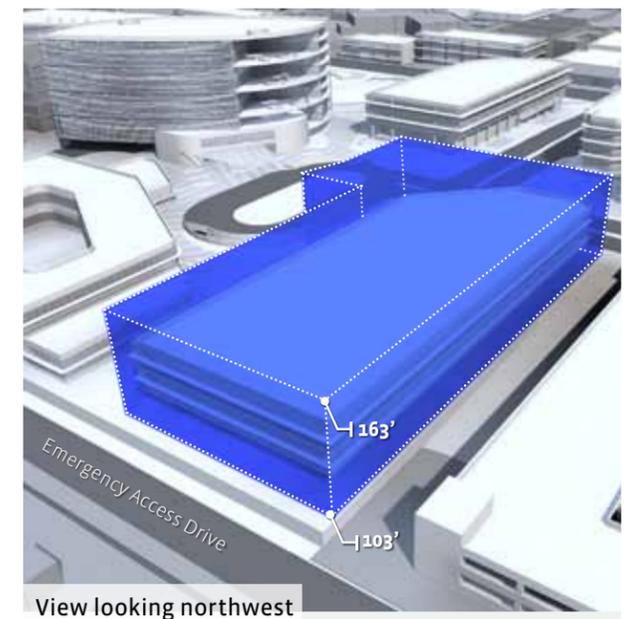
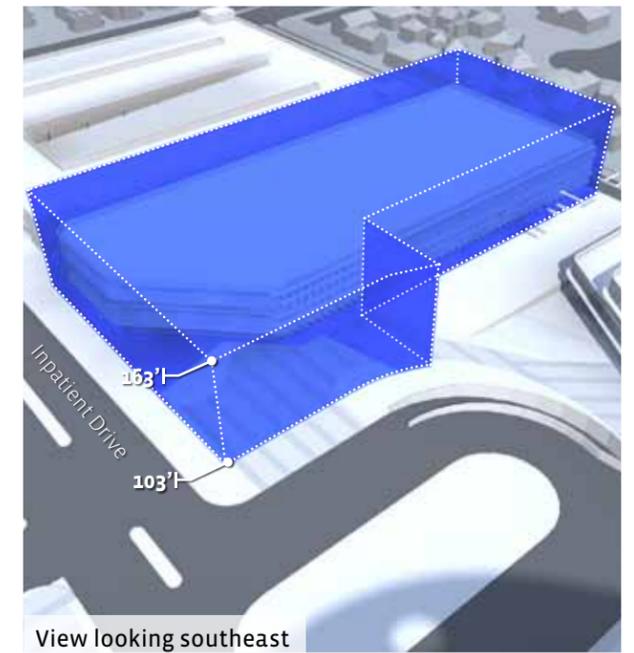
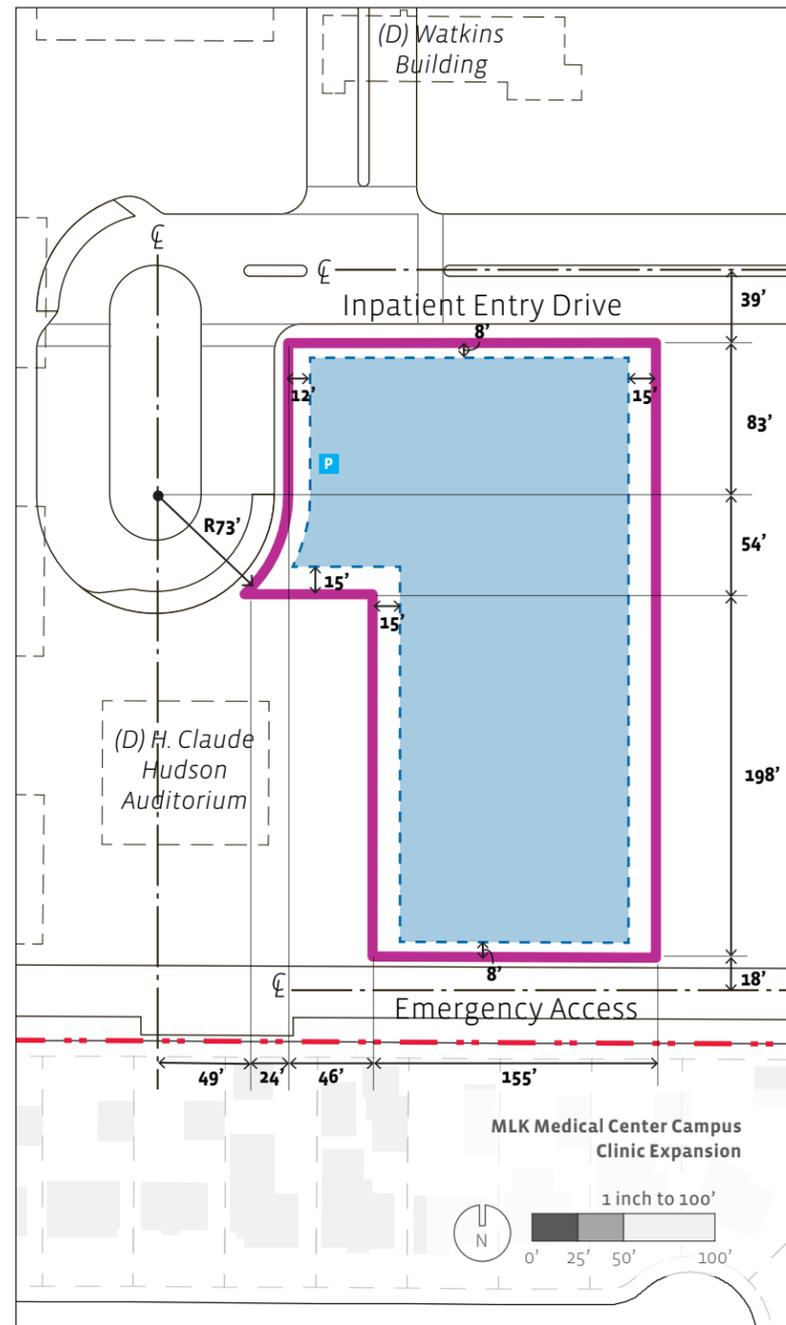
Access Strategy: Provide primary pedestrian entry and vehicular access from the Inpatient Drive drop-off plaza.

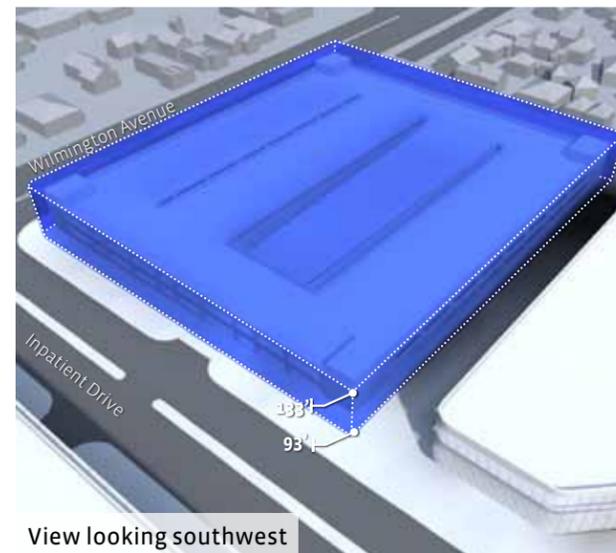
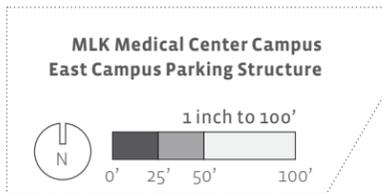
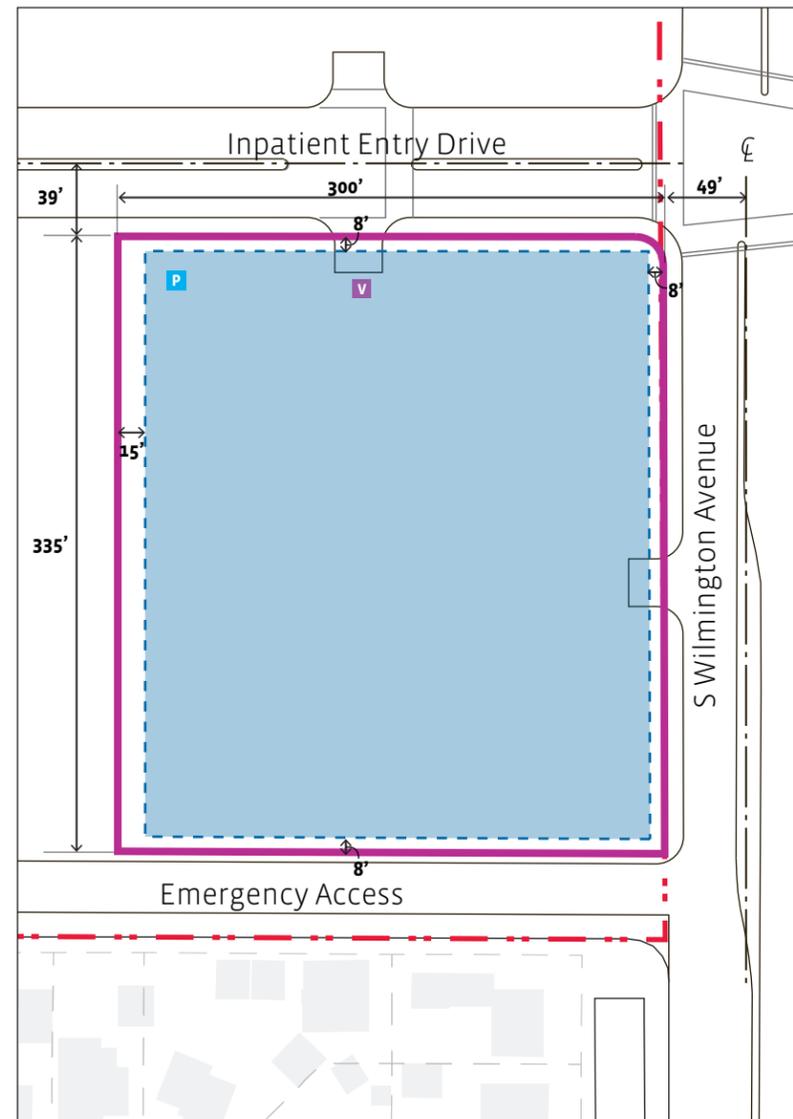
Parking: Utilize the East Campus or Central below grade shared campus parking structures.

Location Map

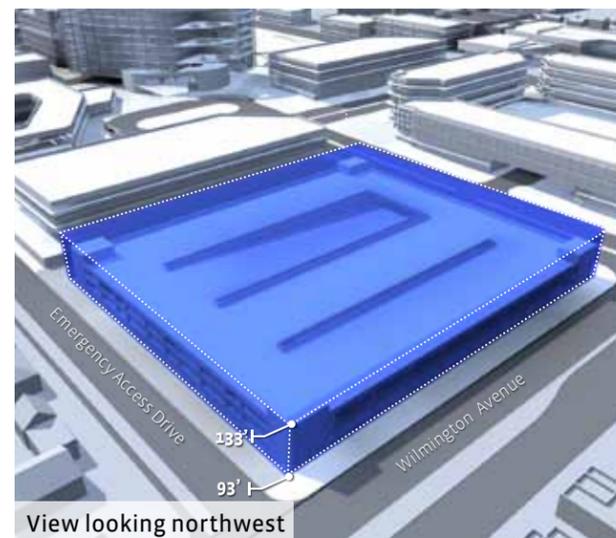


- Legend:**
- MLK Medical Center Campus Master Plan - - -
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - Primary Pedestrian Entry Zone P
 - Center Line - - -





View looking southwest



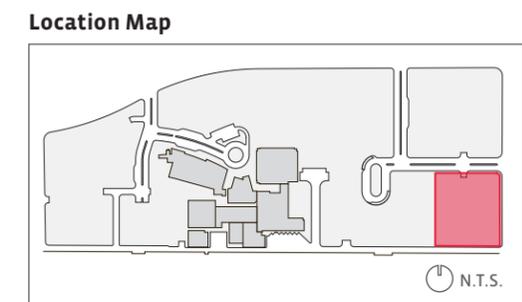
View looking northwest

Development Area 02 - Project I

Project Area Size: 97,900 SF
Open Space: No open space in addition to designated setbacks is required at this project site. Any additional open space will be provided by other sites in the development area.
Use: Parking Structure
Height (Maximum): 133' AMSL (4 levels above grade)
Development Intent: Provide a central parking location for the MLK Medical Center Campus with landscape screening and buffers to reduce visual and noise impacts.
Access Strategy: Provide primary vehicular entry utilizing the Inpatient Drive and Wilmington Avenue. Provide primary pedestrian access on the north side of the structure to allow access to the campus.
Parking: Not applicable

- Legend:**
- - - MLK Medical Center Campus Master Plan
 - Project Site Boundary
 - Building Envelope
 - P Primary Pedestrian Entry Zone
 - V Primary Vehicular Entry Zone
 - Center Line

East Campus Parking Structure



Health Park

Development Area 02 - Health Park

Project Area Size: 138,600 SF

Use: Open Space

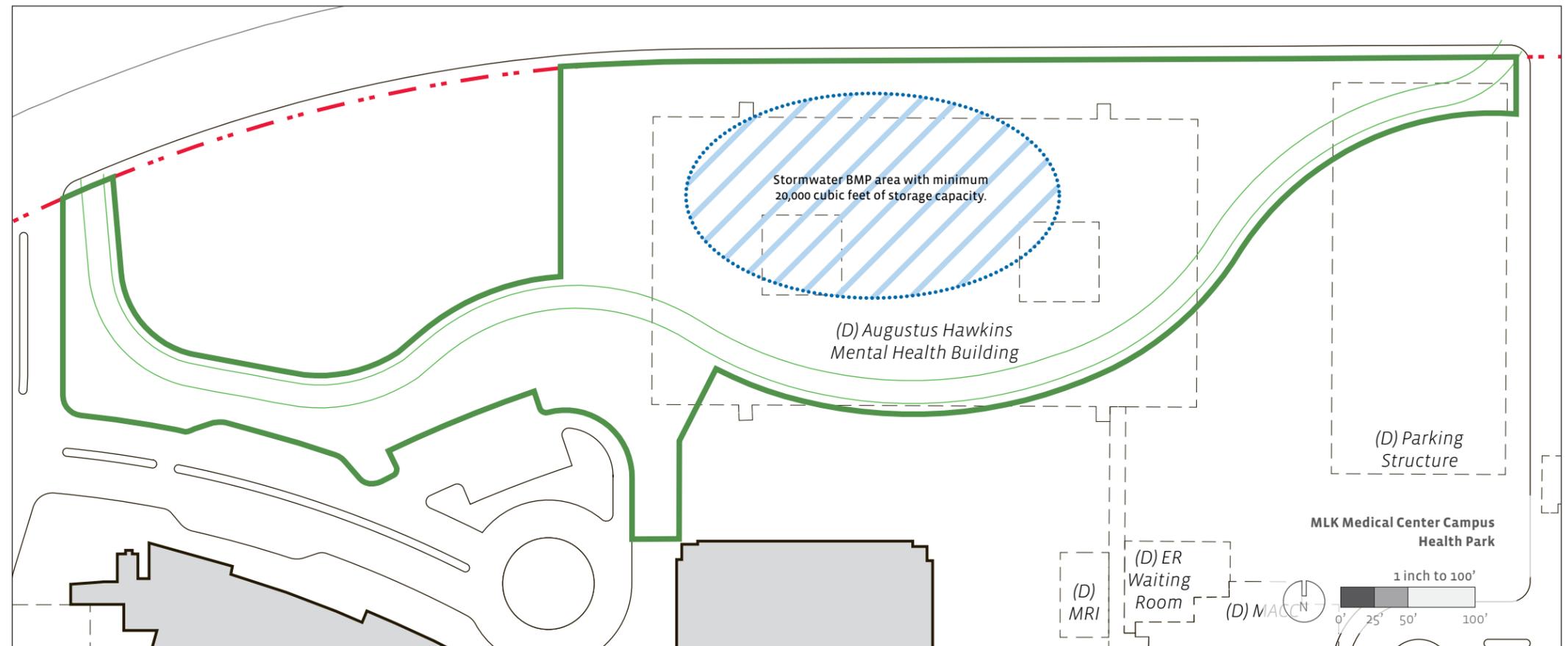
Open Space: N/A

Height (Maximum): N/A

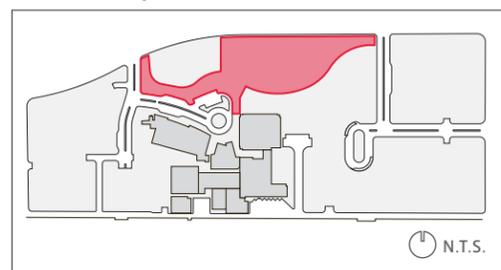
Development Intent: Provide necessary pedestrian, bicycle and maintenance/operations and restroom facilities as secondary features that do not compete, but complement the open space. Temporary structures are allowed. Formal plazas are to be located at major entries to the park and at building entrances. Landscape areas include therapeutic healing gardens, sculpture gardens, childrens' play areas, native landscape areas, stormwater management features and larger event spaces for the community residents, visitors, patients and employees. Incorporate the campus design concepts illustrated earlier in this section.

Access Strategy: Access to the Health Park by bicycle or pedestrian paths is primarily from the Wellness Spine entry points on 120th Street and internally from the MLK Medical Center Campus.

Parking: Utilize campus shared parking structures and adjacent short term/ADA accessible parking areas. Some street parking is available.

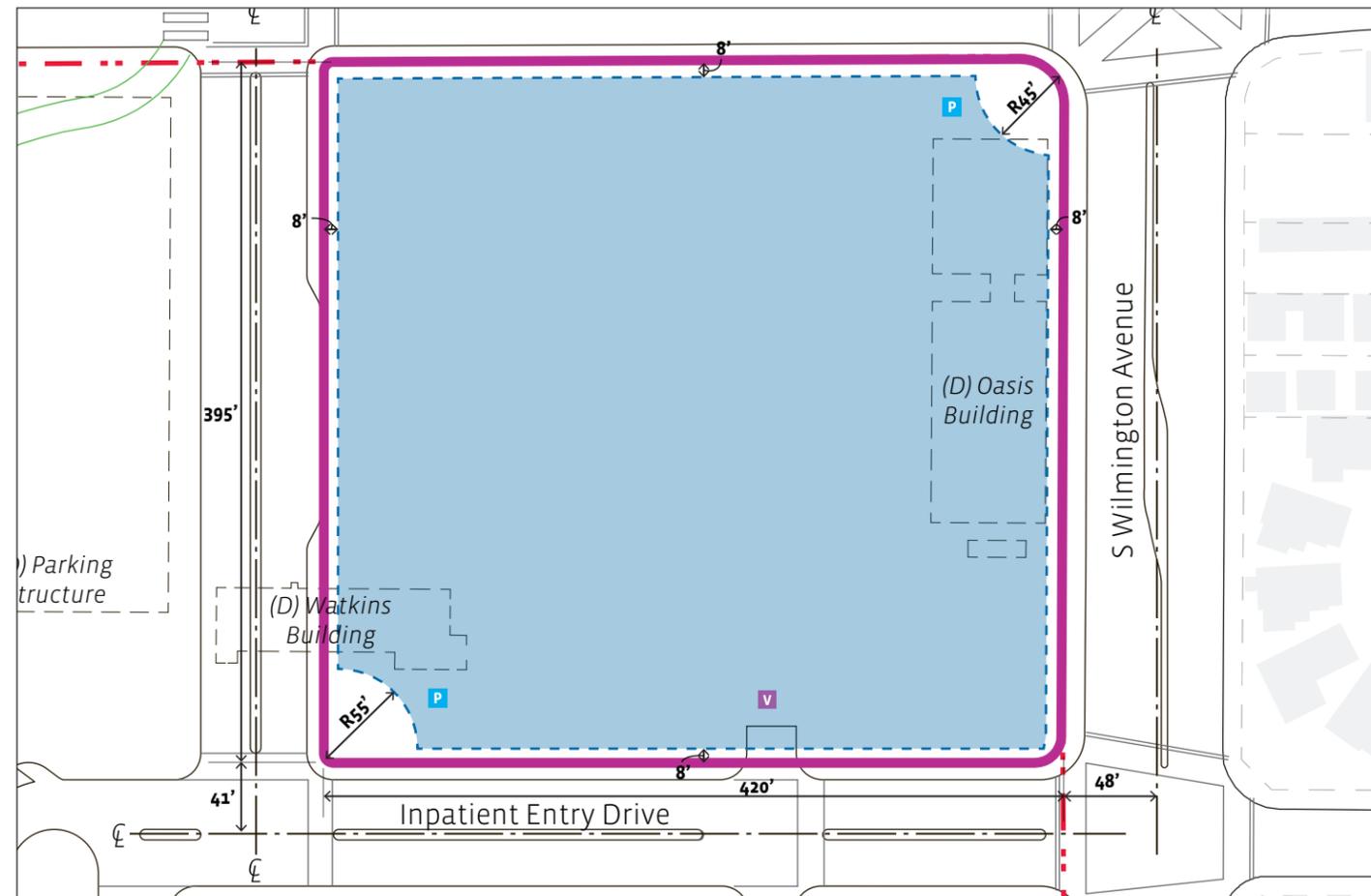


Location Map



- Legend:**
- MLK Medical Center Campus Master Plan - - -
 - Existing Building
 - Existing Building To Be Demolished
 - Primary Open Space Area
 - Wellness Spine
 - Stormwater BMP Zone
 - Center Line





Development Area 03 - Project A

Project Area Size: 165,800 SF

Use: Medical Office/Research & Development

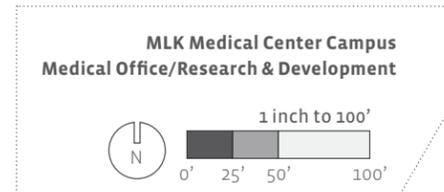
Open Space: 30%

Height (Maximum): 171' AMSL (6 Levels)

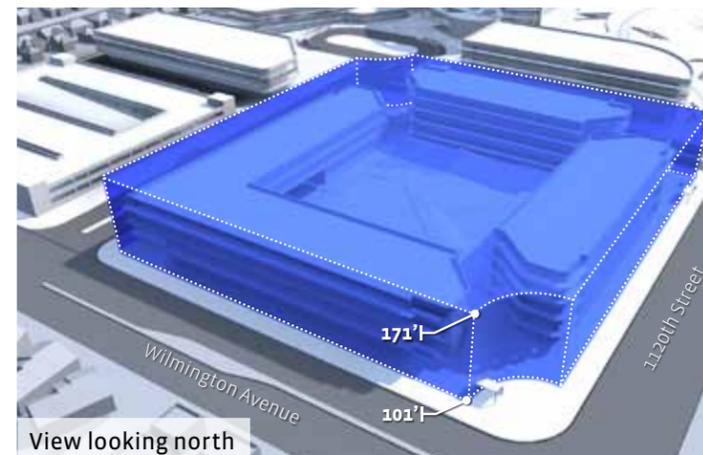
Development Intent: Create a campus-like environment through site planning and architectural massing with a strong built edge along the perimeter streets and driveways.

Access Strategy: Provide primary vehicular access from the Inpatient entry drive off Wilmington Avenue. Entry lobbies should orient to street corners and primary circulation routes with primary access from the Inpatient Entry drive and corner of Wilmington Avenue and 120th Street. Incorporate public points of access where possible to maintain overall pedestrian connectivity.

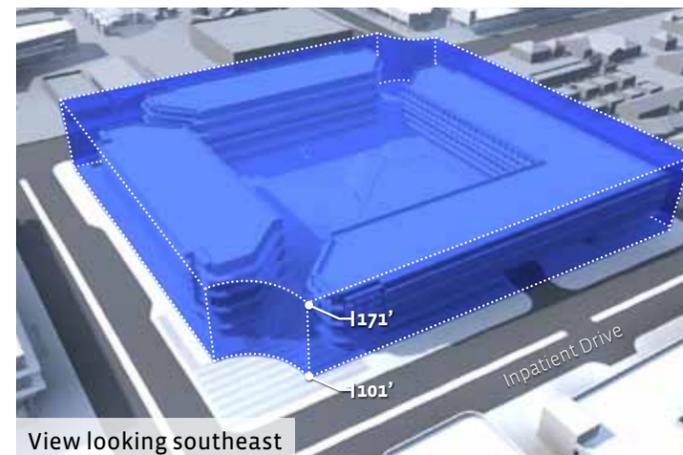
Parking: Provide short-term/ADA accessible parking with a small surface parking area on the project site. Surface parking is not to exceed 32 spaces. To the extent feasible, utilize campus shared parking structures.



Medical Office/ Research & Development



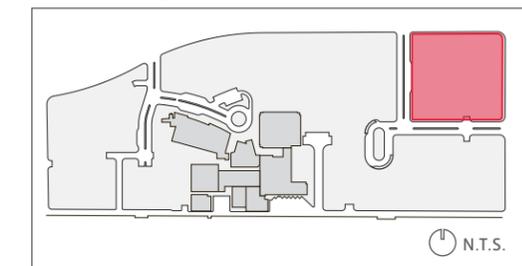
View looking north



View looking southeast

- Legend:**
- - - MLK Medical Center Campus Master Plan
 - Existing Building To Be Demolished
 - Project Site Boundary
 - Building Envelope
 - P Primary Pedestrian Entry Zone
 - V Primary Vehicular Entry Zone
 - Center Line

Location Map

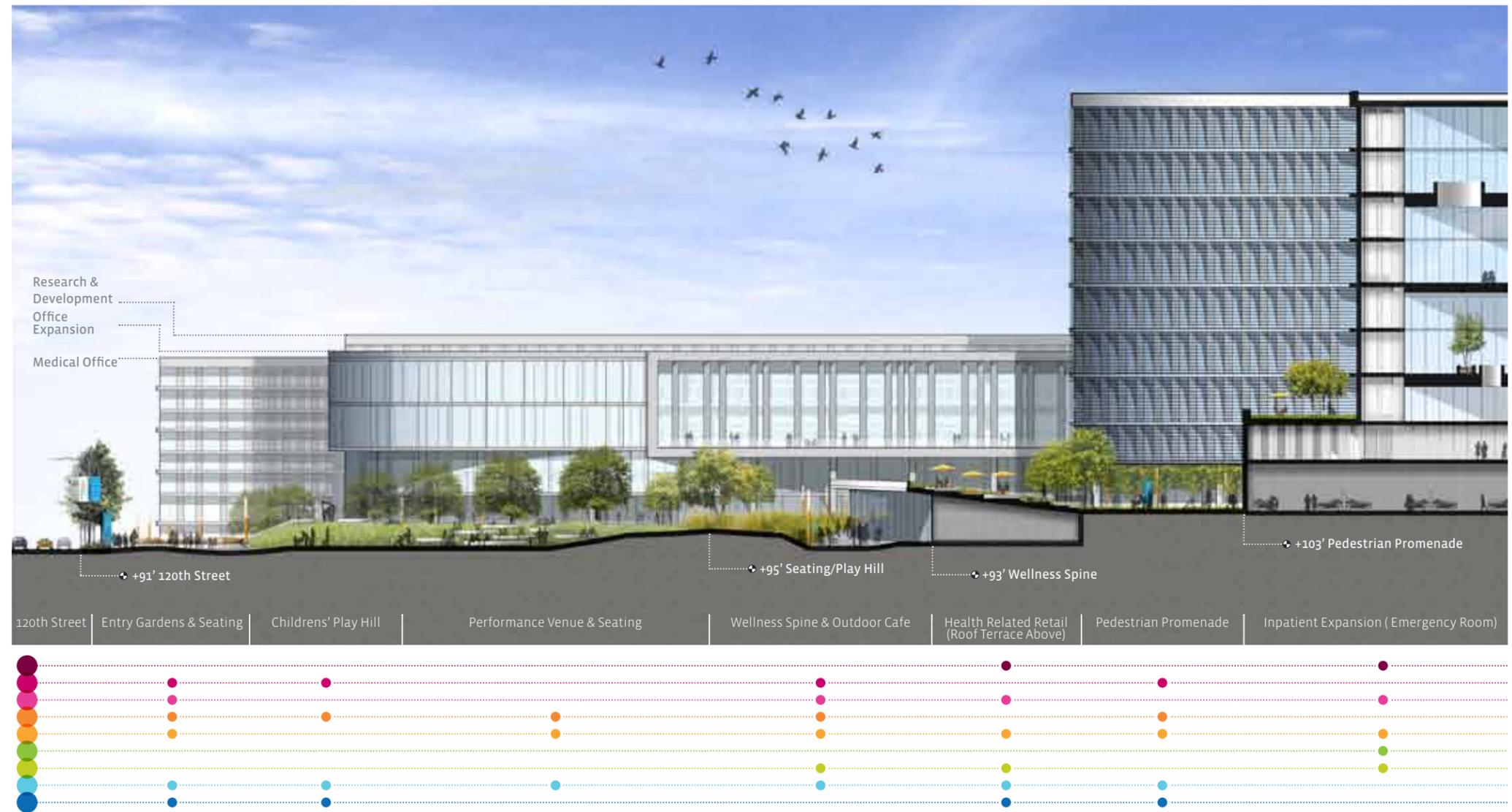


Campus Master Plan Systems

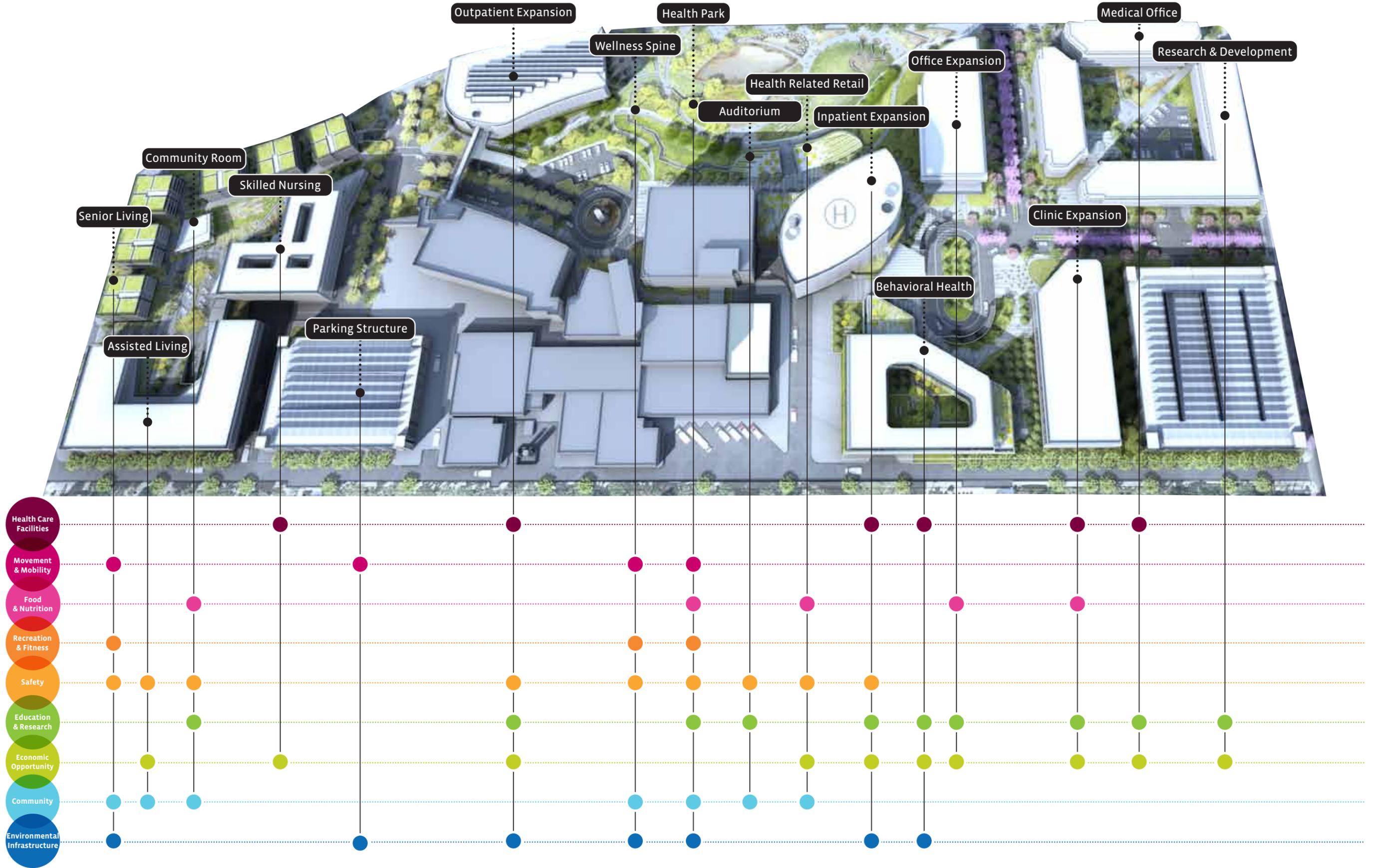
Developing a master plan that responds to complex aspirations as well as the physical planning issues requires a multifaceted approach to creating a successful framework for a center of health and wellness. Intrinsic to a systems approach is understanding that issues are not solved by single, independent measures, but are supported by a range of inter-related physical facilities and programmatic offerings that are used to support more than a single solution or system. As a result, system elements need not be extravagant or vast, they may be small, incremental changes that occur over time. Each facility and/or program should at a minimum provide a positive benefit to one system, but are more impactful by supporting multiple systems.

The MLK Medical Center Campus utilizes a systemic approach through a combination of shared uses, joint maintenance and common benefits. The built environment, both facilities and open spaces, support not only the health care services mission but also respond to many of the systems identified as needing improvement or reinvention in order to create a center of health and wellness.

In a similar vein to the multiple benefits that health facilities provide, various elements contributing to each system are provided. The food and nutrition system, for example, incorporates community gardens, fruit tree bosques and facilities for nutritional education. The environmental infrastructure system includes several aspects of water management such as rainwater collection, engineered wetlands and increased permeability. The safety and security of the campus and community are enhanced by additional activity, 24-hour public amenities and gathering places that nurture learning and foster a sense of community.



The MLK Medical Center Campus Master Plan provides a framework for an economic boost in job creation, increases community safety by adding activity and eyes on the street, opportunities for passive and active recreation and cultural events, alternate mobility and environmental remediation - all reinforcing a community committed to health and wellness.



Preliminary Cost Estimate

MLK Medical Center Campus Master Plan Budget

(MLK Medical Center Campus Site Area 1,598,797 Square Feet)

Description	Cost	\$/GSF
Direct Construction Cost (Uniformat II Group Description)		
AA: Buildings		
AA:10 Renovation of Existing Buildings	\$ 3,854,500	\$ 2.41
AA:20 New Buildings	\$ 623,941,400	\$ 390.26
F: Special Construction & Demolition		
F:10 Special Construction	--	--
F:20 Selective Demolition	\$ 15,344,000	\$ 9.60
G: Site Work		
G:10 Site Preparations	\$ 2,708,300	\$ 1.69
G:20 Site Improvements	\$ 7,494,500	\$ 4.69
G:30 Site Civil/Mechanical Utilities	\$ 2,589,800	\$ 1.62
G:40 Site Electrical Utilities	\$ 1,388,500	\$ 0.87
G:50 Other Off-Site Work	--	--
<i>Subtotal</i>	\$ 657,321,000	\$ 411.13
Z: General		
Z:10 General Requirements	2% \$ 13,146,400	\$ 8.22
Z:20 Sub-Contractor Bond	1% \$ 6,573,200	\$ 4.11
Subtotal Direct Construction Cost (Rounded)	\$ 677,040,600	\$ 423.47
Construction Soft Cost		
Design Contingency @ Conceptual Design Phase	20% \$ 135,408,100	\$ 84.69
General Conditions	8% \$ 64,995,900	\$ 40.65
General Liability Insurance	1.75% \$ 15,355,300	\$ 9.60
Performance & Payment Bond Fee	1% \$ 8,928,000	\$ 5.58
Escalation To Mid-Point (4/2012 ~ 4/2022 @ 2%/Yr)	3% \$ 27,051,800	\$ 16.92
	20% \$ 185,755,900	\$ 116.18
Total Construction Soft Cost (Rounded)	\$ 437,495,000	\$ 273.64
Total Construction Cost (Rounded)	\$ 1,114,535,900	\$ 697.11

Description (Continued)	Cost	\$/GSF
Project Soft Cost		
Project Manager Fee (Of Direct Construction Cost)	3.5% \$ 23,696,400	\$ 14.82
Construction Manager Fee (Of Direct Construction Cost)	3.5% \$ 23,696,400	\$ 14.82
A&E Design/Admin Fee (Of Total Construction Cost)	21% \$ 234,052,500	\$ 146.39
County Cost (Internal Planning & Oversight)	2.5% \$ 27,863,400	\$ 17.43
County Cost (Permitting & Testing)	2.5% \$ 27,863,400	\$ 17.43
ROW Acquisition	Not Included	--
Construction Contingency	10% \$ 111,453,600	\$ 69.71
Client Contingency	5% \$ 55,726,800	\$ 34.86
Public Art	1% \$ 11,145,400	\$ 6.97
Environmental Mitigation Measures	1.5% \$ 16,718,000	\$ 10.46
Total Project Soft Cost (Rounded)	\$ 532,215,900	\$ 332.89
Total Project Cost (Rounded)	\$1,646,752,100	\$1,029.99

Costs are based on the conceptual MLK Medical Center Campus Master Plan

* Since the Master Plan Team has no control over the cost of labor, materials, or equipment, or over the contractor's method of determining prices, or over competitive bidding or market conditions, the opinion of probable construction cost provided for herein is made on the basis of professional experience and qualifications. The opinion represents a best judgment from a professional construction consultant familiar with the construction industry. However, the Master Plan Team cannot and does not guarantee that proposals, bids, or the construction cost will not vary from opinion of the probable cost prepared.



Outpatient Expansion & Wellness Spine Pocket



MLK Medical Center Campus Health Park



MLK Medical Center Campus Master Plan

8.0 THE WILLOWBROOK MLK WELLNESS COMMUNITY VISION



Community Vision Plan

Overview

The MLK Medical Center Campus Master Plan provides the catalyst and leverage for the development of a center of health and wellness in South Los Angeles. Because County control does not extend across the entire Study Area, the focus of the master plan is on the MLK Medical Center Campus. However, its influence extends beyond into the community.

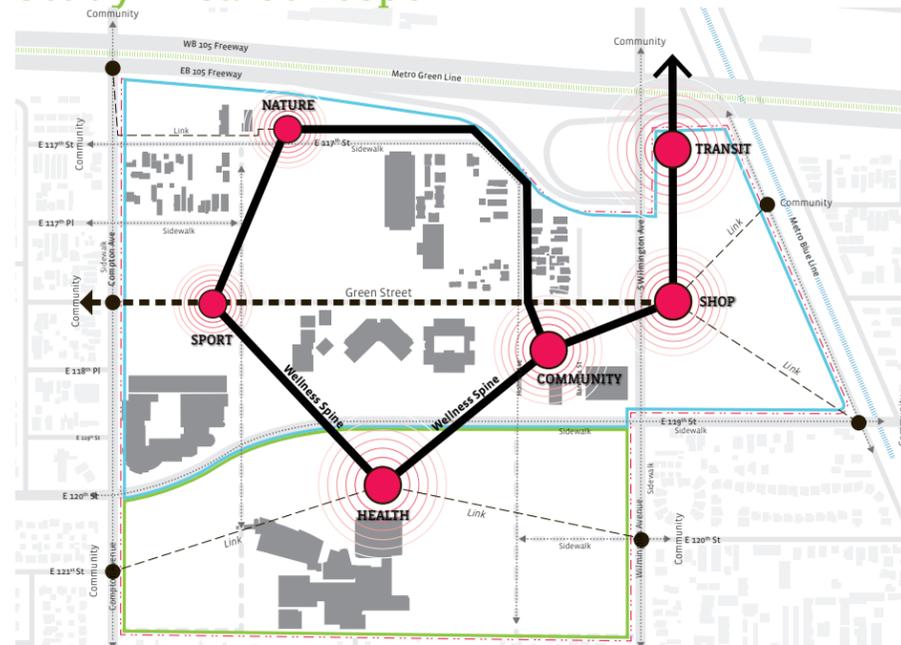
A community of health and wellness, centered on the MLK Medical Center Campus, is created by drawing on combined resources and facilities available in the Study Area. The result is reciprocal benefits to both the campus and community. This vision, now identified as “The Willowbrook MLK Wellness Community,” is possible by a shared commitment among all stakeholders to the planning and implementation of an integrated and mutually beneficial vision for the Study Area and beyond.

Reinvigorating the MLK Medical Center Campus and the community requires integration of a complex set of systems responding to an extensive understanding of health and wellness. **The Community Vision incorporates innovative health facility planning components, in addition to elements supporting mobility and movement, food and nutrition and recreation and fitness among others that are all critical in embracing health and wellness as a lifestyle. Addressing the range of inter-related physical facilities and programmatic offerings required to transform the Community can create improvements both large and small in scale, and that may be, temporary, incremental and occur over time. The vision for The Willowbrook MLK Wellness Community supports and strengthens the future of the MLK Medical Center Campus while improving the quality of life and enhancing an overall sense of place for the South Los Angeles community.**

Study Area Organization



Study Area Concept





Community Identity

Successful communities know their reason for being. The concept of community can be interpreted as a sense of belonging, a way of life with a common purpose. Successful communities thrive because they have a distinct reason for being—and a distinct identity. The Willowbrook MLK Wellness Community's identity is health and wellness and is expressed by the physical manifestation of the Wellness Spine as its icon.

The new identity and graphics for the community, The Willowbrook MLK Wellness Community, may at first be aspirational. Ultimately, over time, the identity will enhance community awareness and behavioral change by identification of being in and belonging to a unique place centered in South Los Angeles.

Utilizing various physical and digital methods of communication, these elements are able to inform people about their current location, guide them to where they need to go and provide additional insight about their physical wellbeing. Effective wayfinding consists of integrated layers of communication that humanize the scale of an environment.

- **Neighborhood** - Branded system and integrated sub-systems.
- **Physical** - Unique physical infrastructure.
- **Direction** - Information infrastructure, directional and wayfinding.
- **Destination** - Identification graphics for points, entries and activity zones.
- **Information** - Educational and interpretive graphics.
- **Regulatory** - Safety and code-required graphics.



Study Area



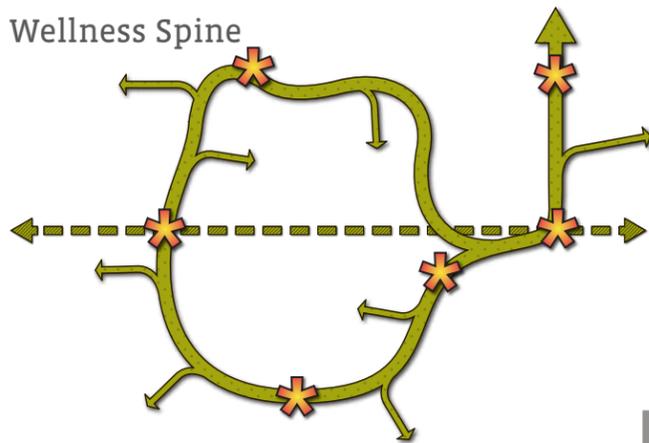
+

Systems Framework



+

Wellness Spine



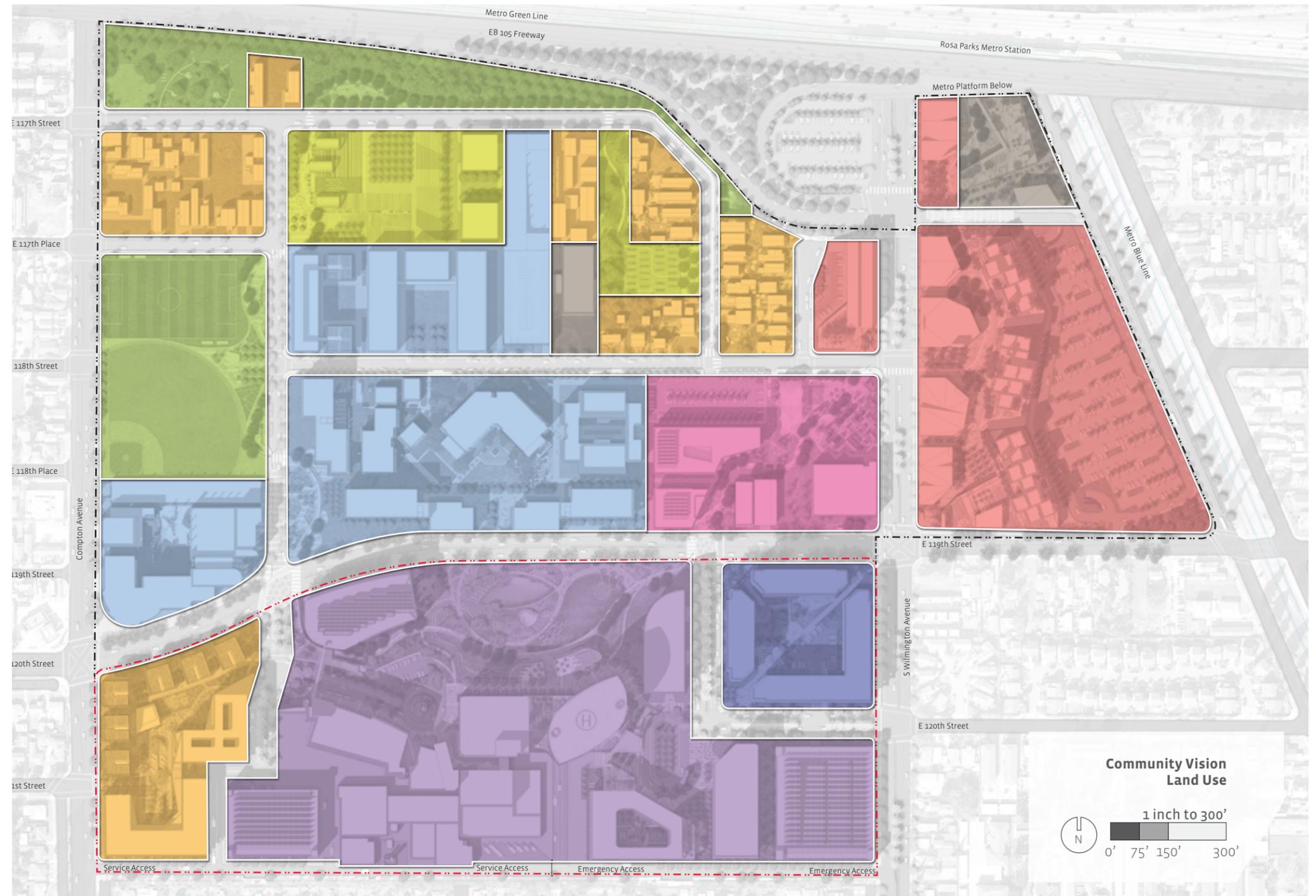
THE WILLOWBROOK MLK WELLNESS COMMUNITY

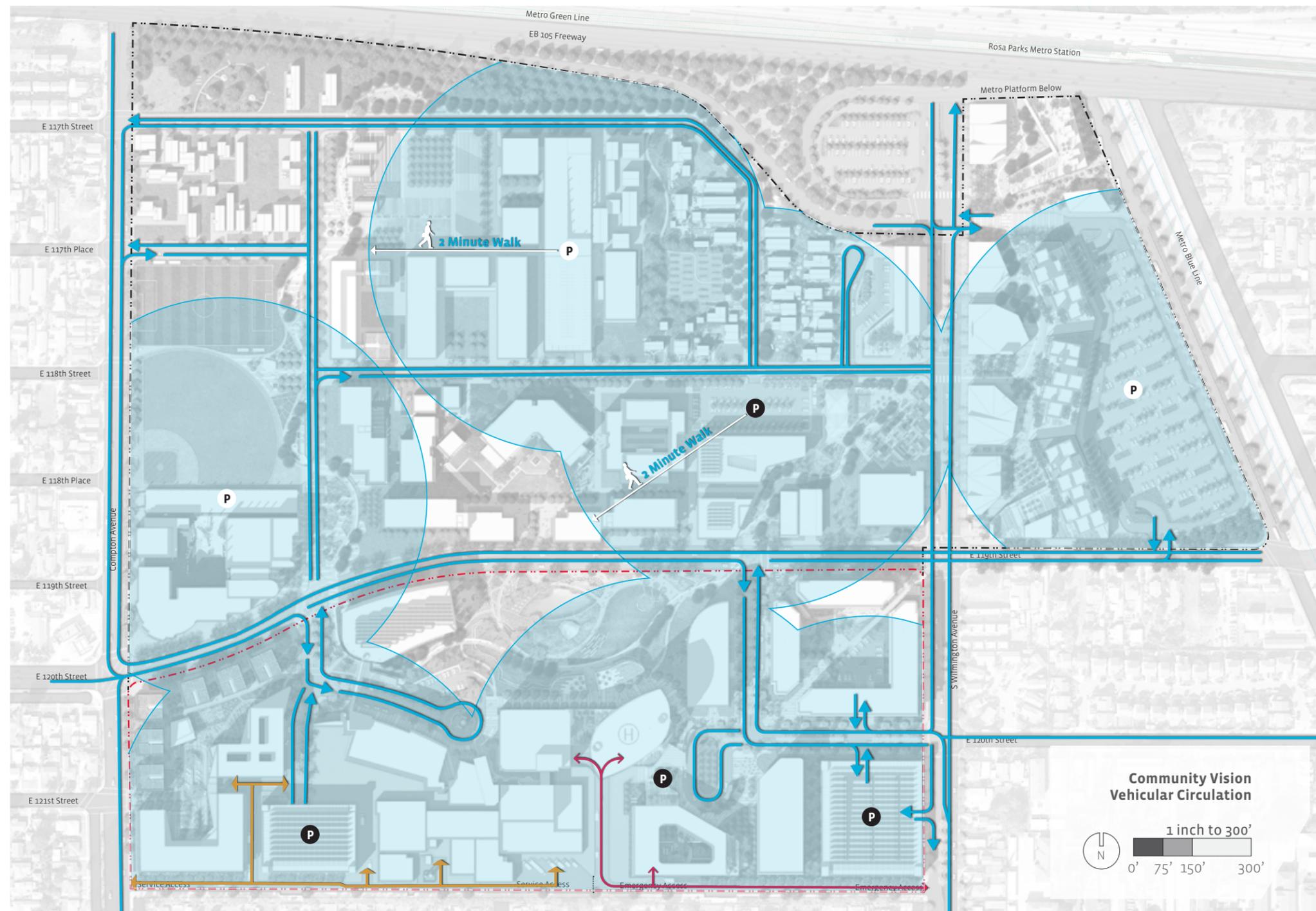


LAND USE

A community of health and wellness is supported by a land use framework that fosters greater integration and shared benefit of each and every development. Development is conceptualized as more than stand-alone or single purpose but rather supportive and multi-functional. The stronger the integration of development, the greater the impact to overall community health and wellness achieved.

- Legend:**
- MLK Medical Center Campus Master Plan - - - -
 - Community Vision - · - · -
 - Medical ■
 - Residential ■
 - Medical Office ■
 - Education ■
 - Community ■
 - Retail/Residential/Mixed Use ■
 - Recreation ■
 - Agriculture/Light Industry ■
 - Support/Transit ■





VEHICULAR CIRCULATION

The vehicular circulation strategy focuses primarily on reducing conflicts between vehicles, private, commercial and emergency as well as pedestrians and bicyclists while allowing efficient, safe and convenient access between the MLK Medical Center Campus and destinations throughout the Community. The Willowbrook MLK Wellness Community includes a circulation system that provides a balance of transportation, circulation and parking options that encourages trip reduction, fewer vehicle miles traveled, carpooling and promotes alternative transportation methods. Key to the MLK Medical Center Campus and the Willowbrook MLK Wellness Community Vision is a parking strategy that provides convenient access to the vast majority of the Study Area within a short walk from one of the compact, public or private parking areas, thereby reducing the impact of sprawling parking lots found in most semi-urban settings.

80% of the Study Area is accessible within a 2-minute walk from parking.

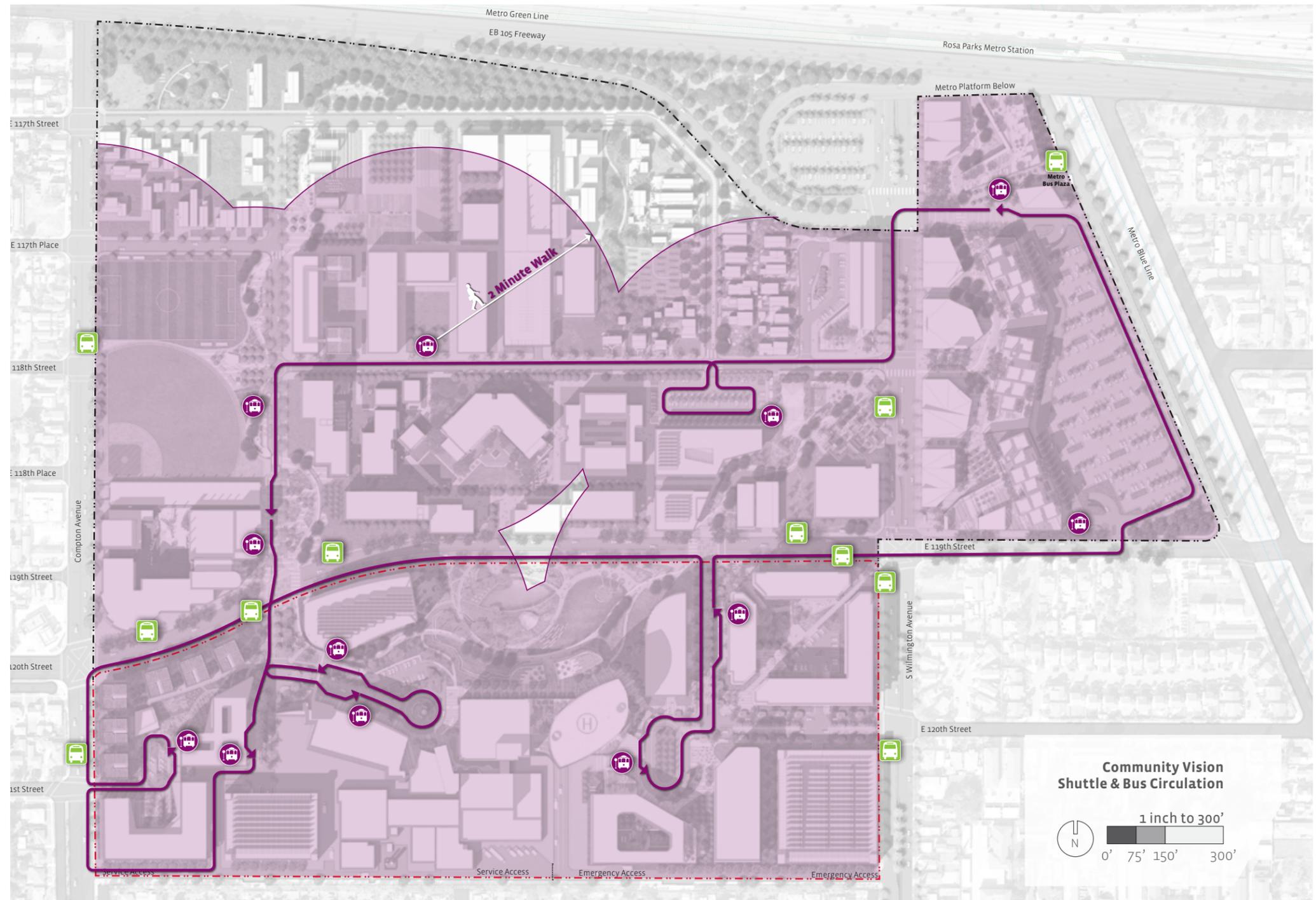
- Legend:**
- MLK Medical Center Campus Master Plan
 - - - Community Vision
 - Emergency Circulation
 - Vehicular Circulation
 - Service Circulation
 - P Public Parking Location
 - P Private Parking Location
 - 2 Minute Walking Distance

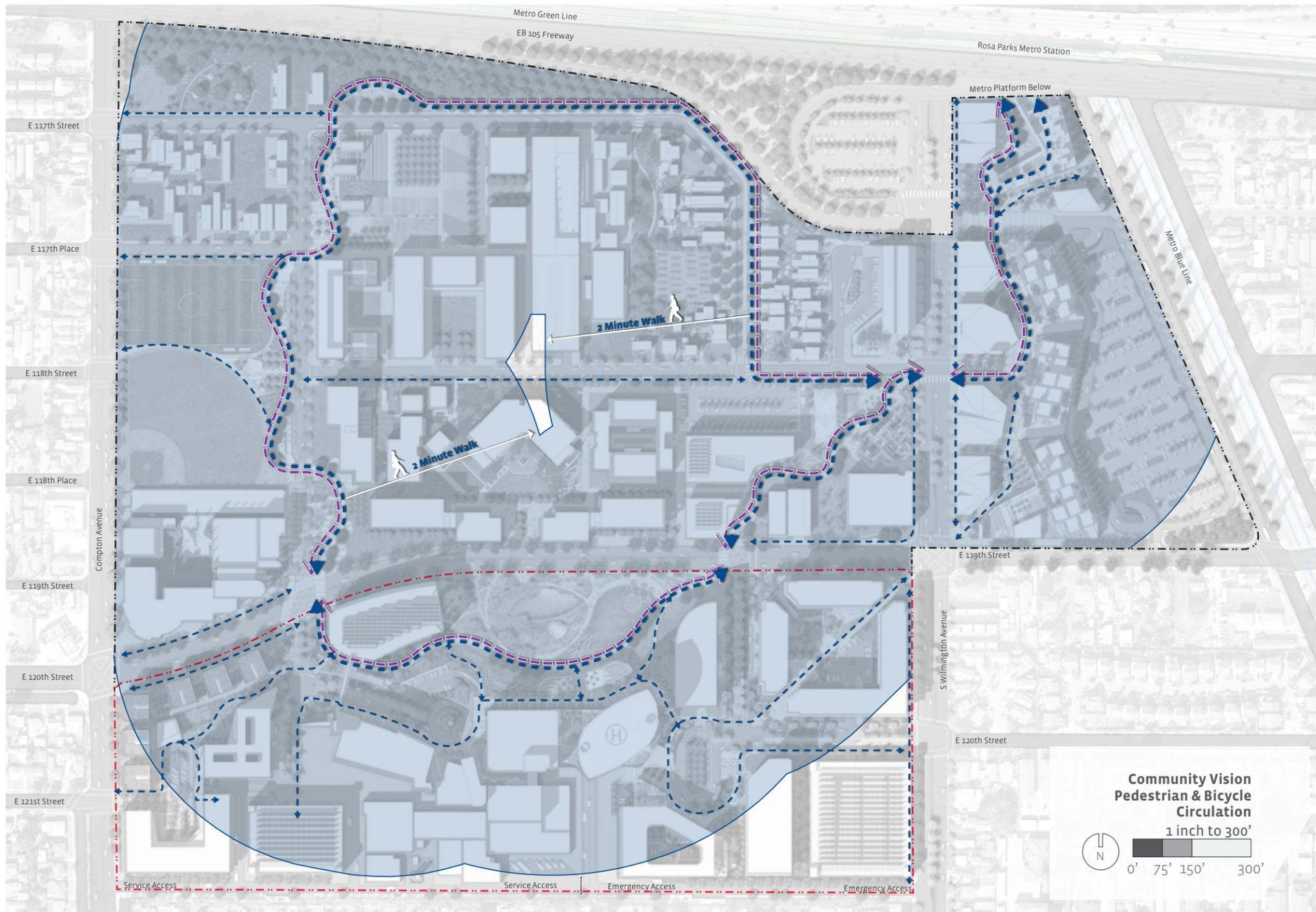
SHUTTLE & BUS CIRCULATION

Complementing the vehicular circulation and access strategy is a greater reliance on mass transportation options. A high level of connectivity is provided through convenient regional bus access and local shuttle transportation between the MLK Medical Center Campus and the Rosa Parks Metro Station. Over 88% of the Study Area is accessible within a 2-minute walk from any bus/shuttle stop location. To better serve the projected increase in rail and bus ridership, a transit plaza with dedicated resources will serve as the hub for all transit activity and includes ticketing, information and retail services. Additionally, the safe arrival and departure of students from the various local educational institutions has been improved by the western bus plaza.

88% of the Study Area is accessible within a 2-minute walk from a shuttle or bus stop.

- Legend:**
- MLK Medical Center Campus Master Plan
 - Community Vision
 - Regional Bus Stop
 - Campus Shuttle Stop
 - Campus Shuttle Route
 - 2 Minute Walking Distance





PEDESTRIAN & BICYCLE CIRCULATION

Fundamental to the overall circulation and access strategy is the implementation of safe, efficient and enjoyable pedestrian and bicyclist movement. This goal is achieved through the application of various strategies, ranging from the dedicated mobility element of the Wellness Spine, to improved crosswalks, to the availability of abundant pedestrian and bicycle amenities. Increased pedestrian and bicyclist use and activity further encourages a sustainable and healthy lifestyle.

92% of the Study Area is accessible within a 2-minute walk from the Wellness Spine.

- Legend:**
- MLK Medical Center Campus Master Plan
 - - - Community Vision
 - Primary Pedestrian Circulation / Wellness Spine
 - Secondary Pedestrian Circulation
 - Bicycle Circulation / Wellness Spine
 - 2 Minute Walking Distance

Open Space Organization

The landscape and open space concept supports the overall project goals by creating and supporting a healthy, safe and sustainable environment. This is achieved by focusing on three unifying goals:

- Identity:** The open space is designed to visually promote the overall health and wellness identity of the Willowbrook MLK Wellness Community. The plan proposes a distinct design concept, the Wellness Spine, that clarifies navigation and way-finding while creating a continuous circuit with a variety of destinations, providing a strong sense of place and reinforces activities promoting health and wellness.
- Environment:** The landscape supports and encourages a healthy, social, safe and active lifestyle recognizing the existing social patterns and needs of the community. The design builds upon these patterns to create a fabric of meaningful year-round outdoor spaces offering a robust and diverse set of uses including healing, educational, social and recreational spaces.
- Sustainability:** The Community Vision embodies a commitment towards sustainability. Visual knowledge of this issue is achieved through demonstration, education and use of integrated sustainable technologies. From an operational standpoint, selecting appropriate landscape methods and materials positively impacts the maintenance and environmental quality of the Willowbrook MLK Wellness Community.



Wellness Spine



Shared Sports Facility



Educational Gardens



Transit Plaza & Active Roof



Dog Park



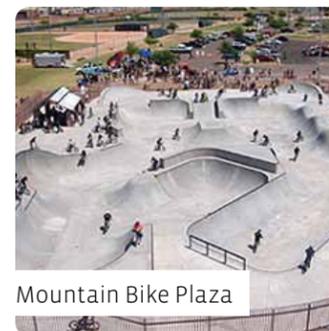
Courtyards



Engineered Wetland



Mixed Use Retail Promenade



Mountain Bike Plaza



Apiary & Natural Habitats



Fitness Parklets



Flower Fields



Solar PV Panels & Shading



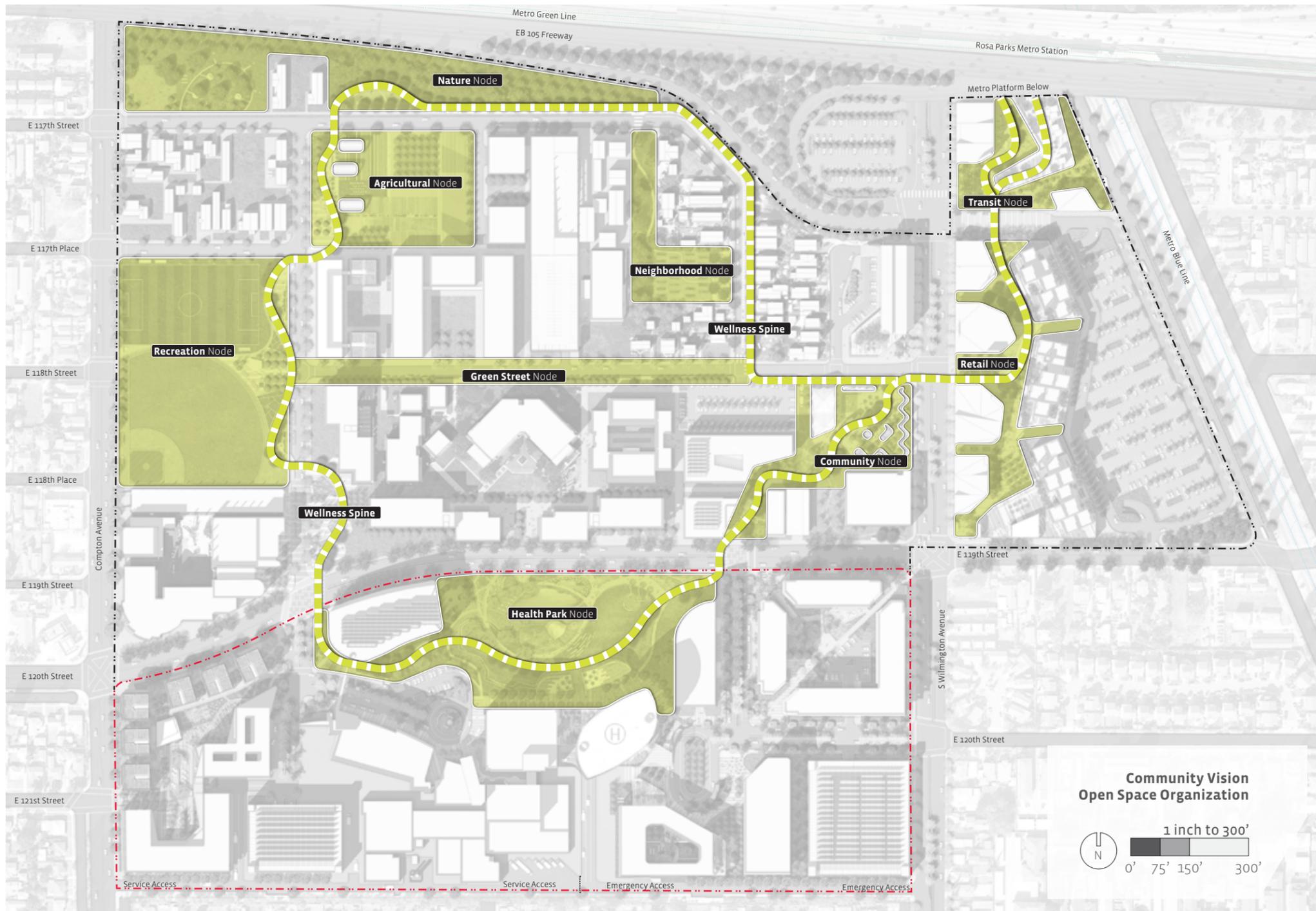
Roof Terrace & Seating



Green Roofs



Community Marketplace



OPEN SPACE ORGANIZATION

- Legend:**
- MLK Medical Center Campus Master Plan
 - Wellness Spine
 - Primary Open Spaces



MLK Medical Center Campus Health Park



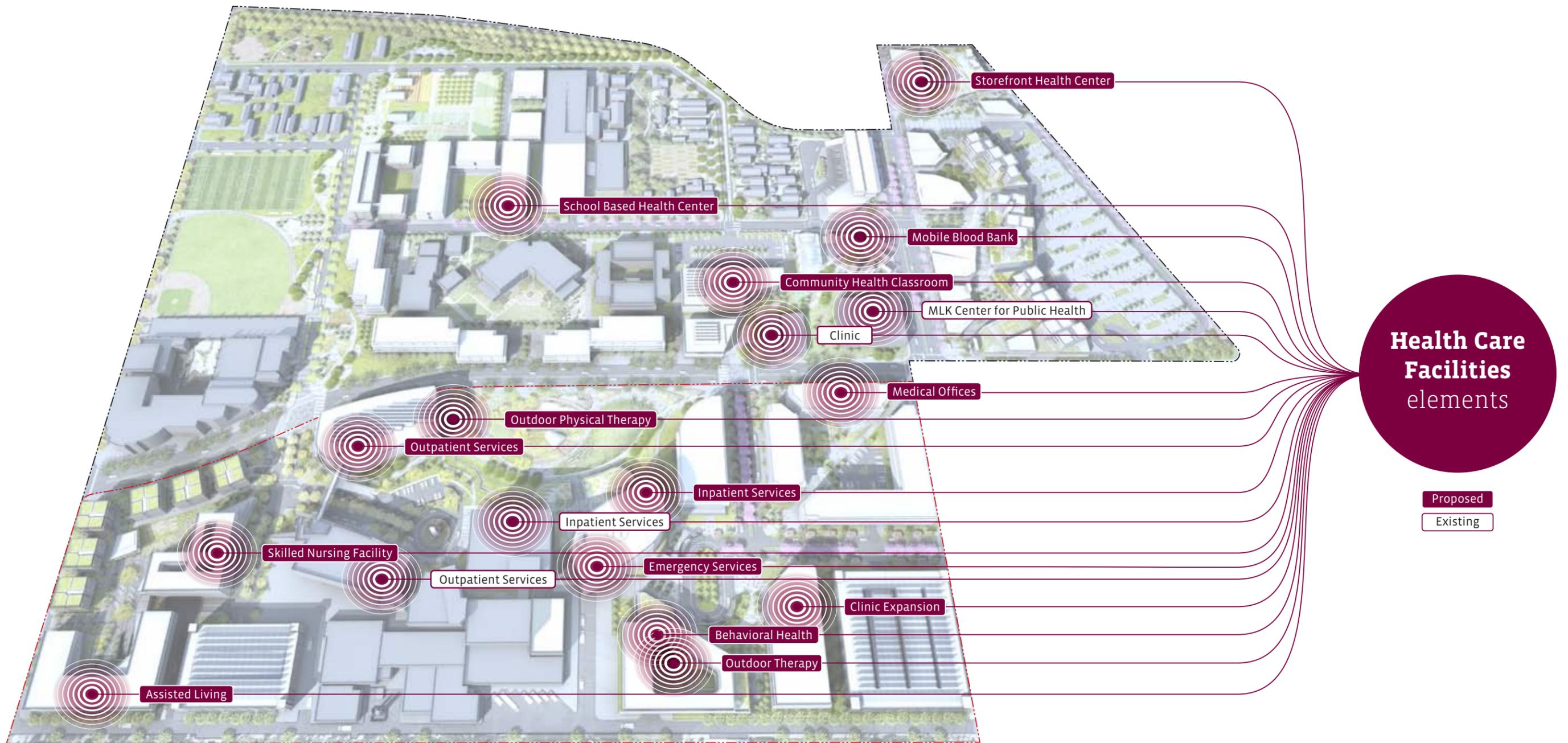
Outpatient Expansion & Wellness Spine Pocket



Community Hub & Marketplace



MLK Medical Center Campus Master Plan & Community Vision



Health Care Facilities System



Inpatient Services



Mobile Clinics



School Based Health Clinics



Homeopathic Services



Outpatient Services



Storefront Health Centers



Medical Offices

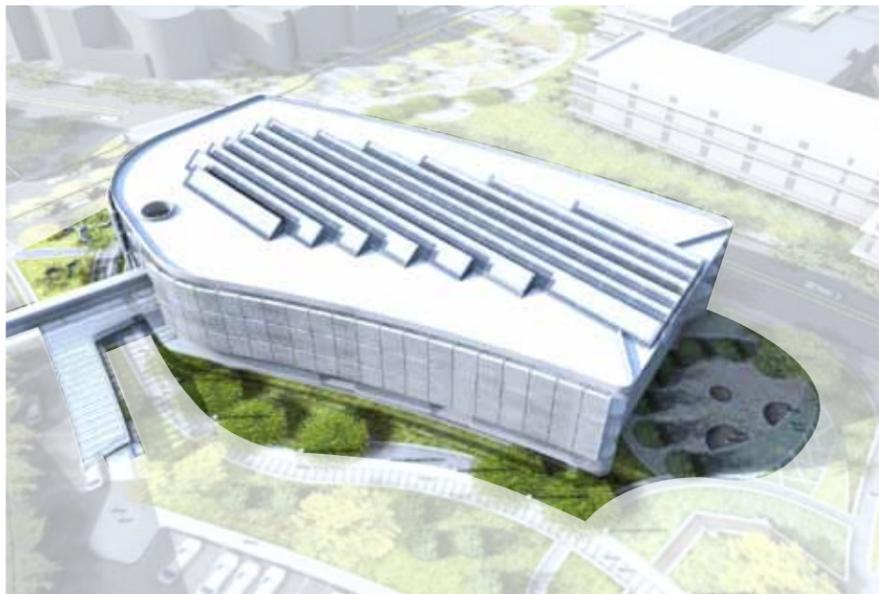


Healing/Meditative Gardens



Continuing Care Residential Community

Outpatient Expansion



Inpatient Expansion



Behavioral Health & Urgent Care



Movement & Mobility System

Integral to the Community Vision, movement and mobility comprises a variety of elements that as a whole increase the connectivity, activity and accessibility to the MLK Medical Center Campus and the community. Utilizing a tiered approach, starting from regional transportation, to community transportation, to Study Area transportation options, each level of mobility transitions to the next seamlessly with multiple mobility options provided at each tier. The most prominent mobility element in the Community Vision is the Wellness Spine, which emanates from the campus, providing a safe and sustainable pedestrian oriented and bike friendly path throughout the Willowbrook MLK Wellness Community. The Spine enhances and works in conjunction with the existing street pattern while providing a more direct, dedicated route between the Rosa Parks Metro Station, the campus and other community activity nodes. Improved movement and mobility directly contributes to overall individual health and wellness, reaffirms the perception of an active community and contributes to social equity by improving access and opportunity.

Community Design & Reduced Vehicle Miles

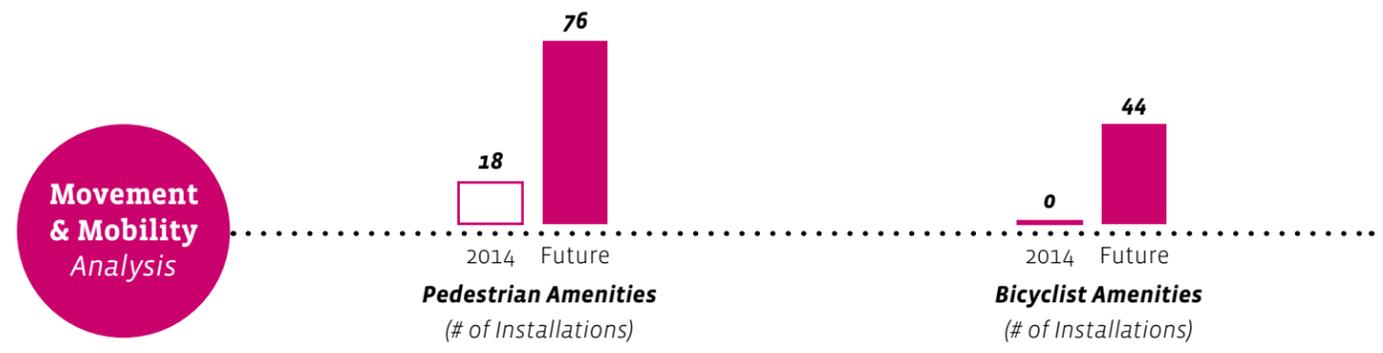
“{Providing} good transit, proximity to shopping and recreational activities and a walkable environment, families in that community could reduce vehicle use by 25–30 percent.”

Sources: American Society of Landscape Architects (ASLA) (2011), BECOMING GREENEST: a More Sustainable Washington, D.C.

Getting to school by walking & biking

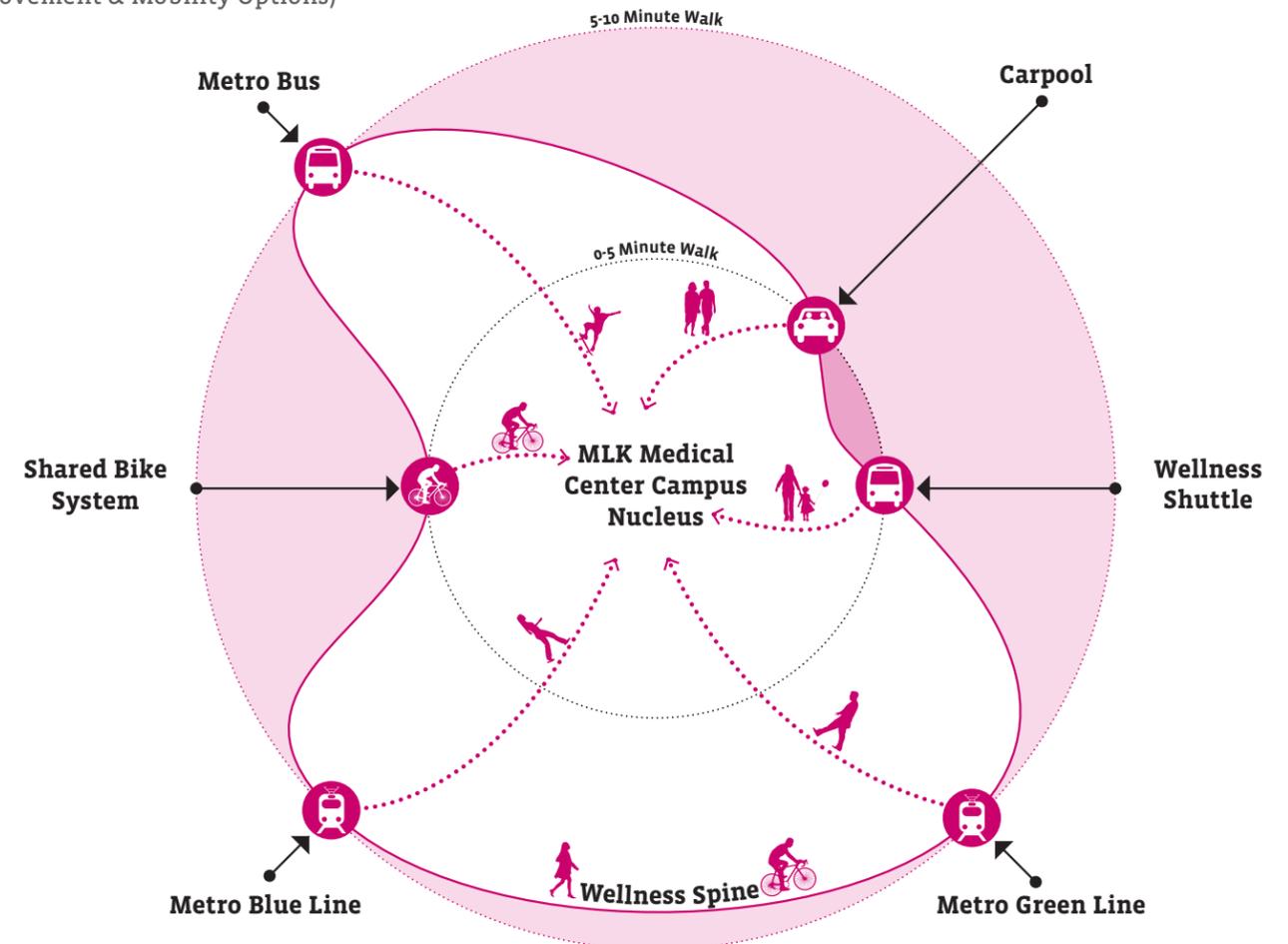
- Reach the recommended goal of 60 minutes of physical activity every day
- Arrive at school energized & ready to learn
- Reduce dependence on fossil fuels
- Take an active role in their well-being

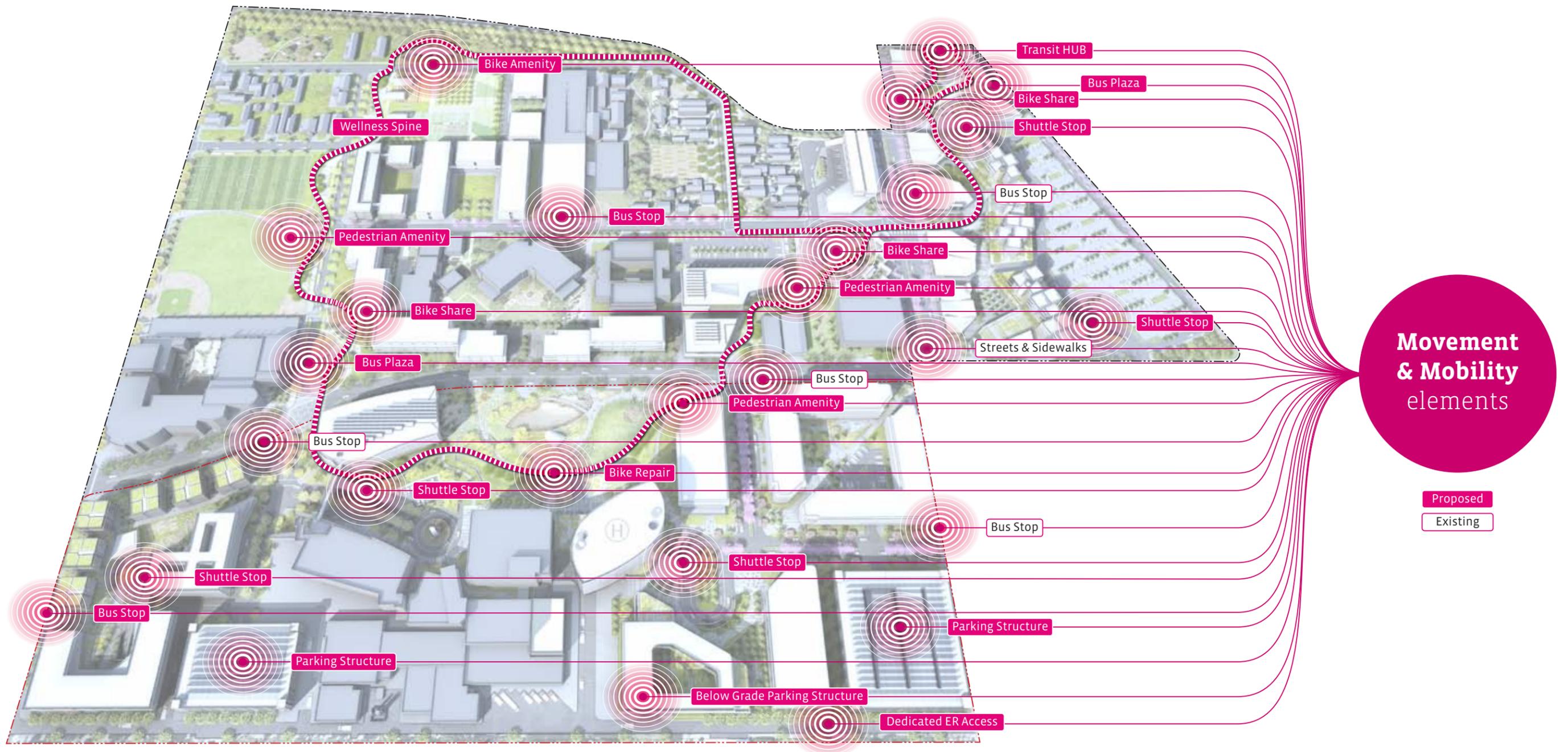
Sources: www.saferoutesinfo.org (2012)



Community Mobility System

(Movement & Mobility Options)





Movement & Mobility System



Multiple Mobility Modes



Shared Space Plazas



Mass Transit



Bike Share System



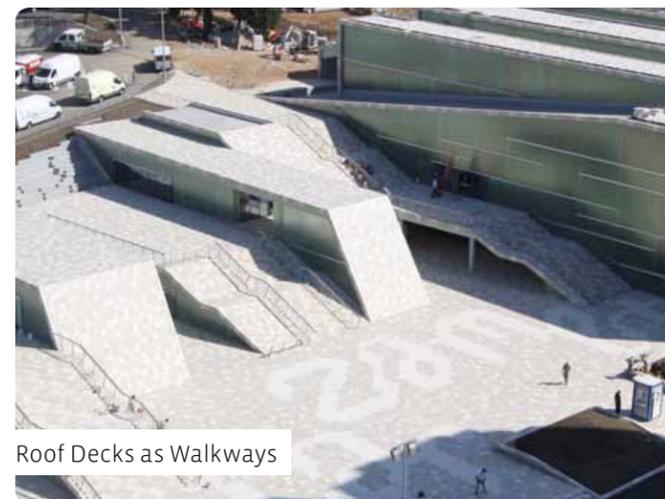
Pedestrian Amenities



Vehicular Amenities



Wayfinding & Identity



Roof Decks as Walkways

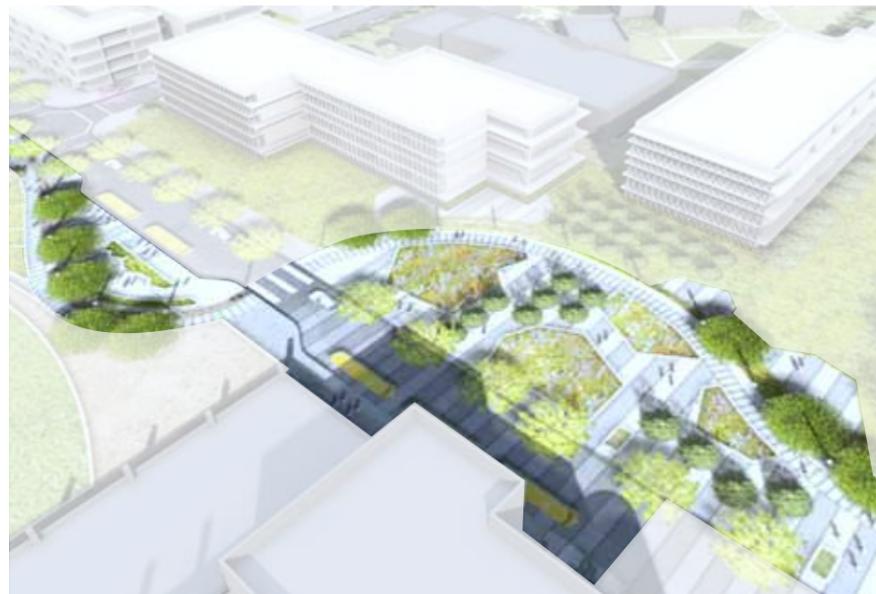


Universal Design

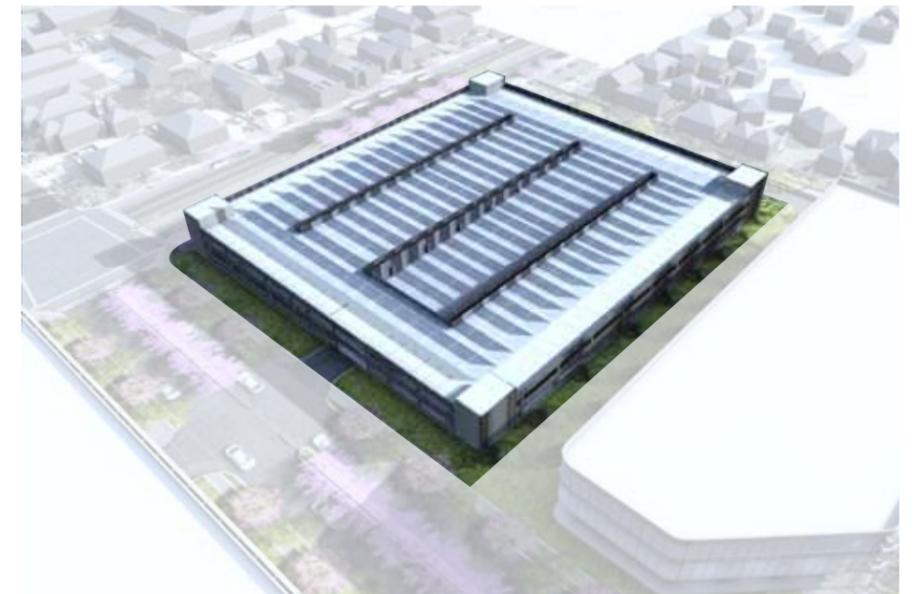
Transit Hub & Metro Bus Plaza



Wellness Spine & West Bus Plaza



East Campus Parking Structure



Food & Nutrition System

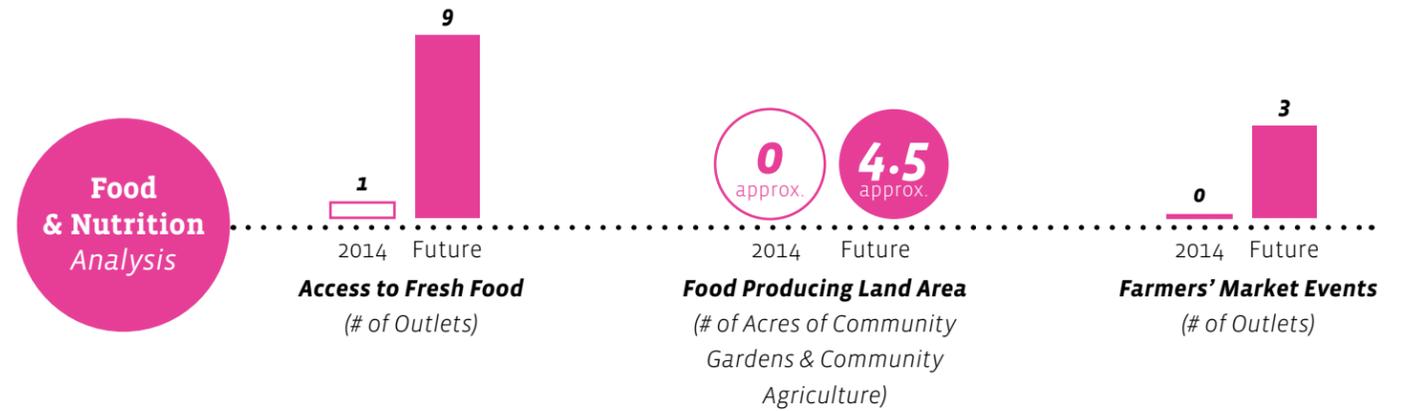
A key system in the creation of a community of health and wellness is food and nutrition. Affordable and easily accessible fresh food and nutrition education are integral to a healthy lifestyle. Studies have found a strong correlation between the positive effects of healthy eating and the prevention of diabetes, cardiovascular disease and cancers. Access to fresh food is an important indicator of nutritional status. It has been found that for each additional supermarket, the likelihood of residents meeting nutritional guidelines increases by one-third.

The Willowbrook MLK Wellness Community Vision provides access to and education about fresh food in part by increasing the quantity and type of markets and agricultural opportunities. Throughout the Study Area, proposed fresh food outlets, sit down dining, community gardens and farmers' markets provide a variety of available fresh food options. Fresh food need not be a commodity. Even at a micro level, the opportunity to gather fresh fruit from the fruit trees at the Wellness Spine are integral to the food and nutrition system. Outdoor education and demonstration gardens, healthy cooking classrooms and nutritional clinics help enrich the collective knowledge base about healthy eating and the overall benefits to community health.

Community Supported Agriculture

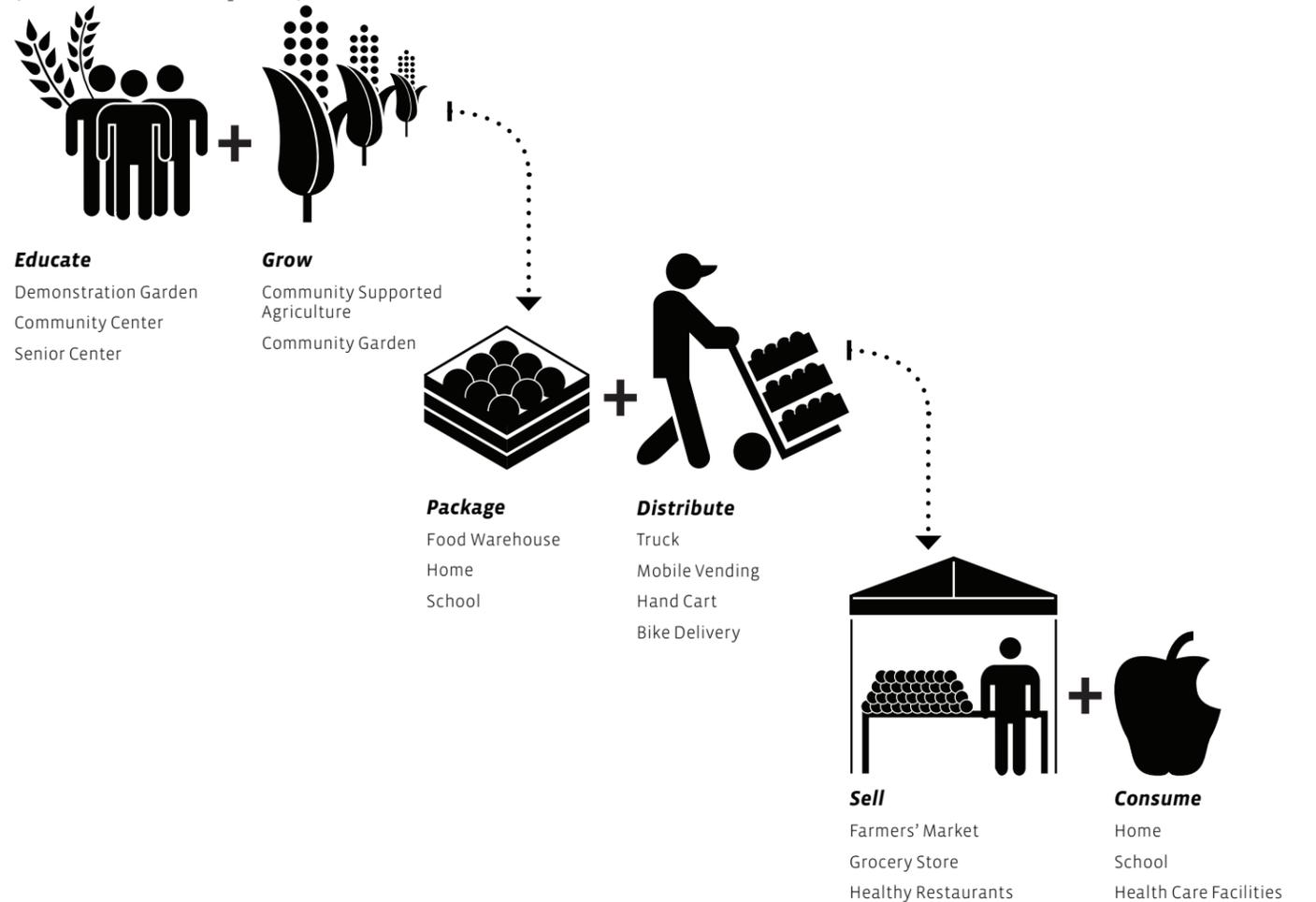
- 1 acre of land in Los Angeles per year:
- Produces 25 tons of fruits & vegetables
 - Generates \$220,000
 - Supplies 36 families fruits & vegetables
 - Creates 3 green jobs

Sources: THE LOS ANGELES FOOD POLICY TASK FORCE (2010), *The GOOD FOOD FOR ALL AGENDA: Creating a new regional food system for Los Angeles*



Healthy Food System

(Food & Nutrition Options)



Food & Nutrition System



Mobile Fresh Food Markets



Vertical Gardens & Greenhouse



Apiculture



Small Scale Food Kiosks



Urban Orchards & Nursery



"Habitat" Planters



Publicly Accessible Fresh Food



Outdoor Classroom



Informational Graphics

Community Supported Agriculture & Educational Demonstration Gardens

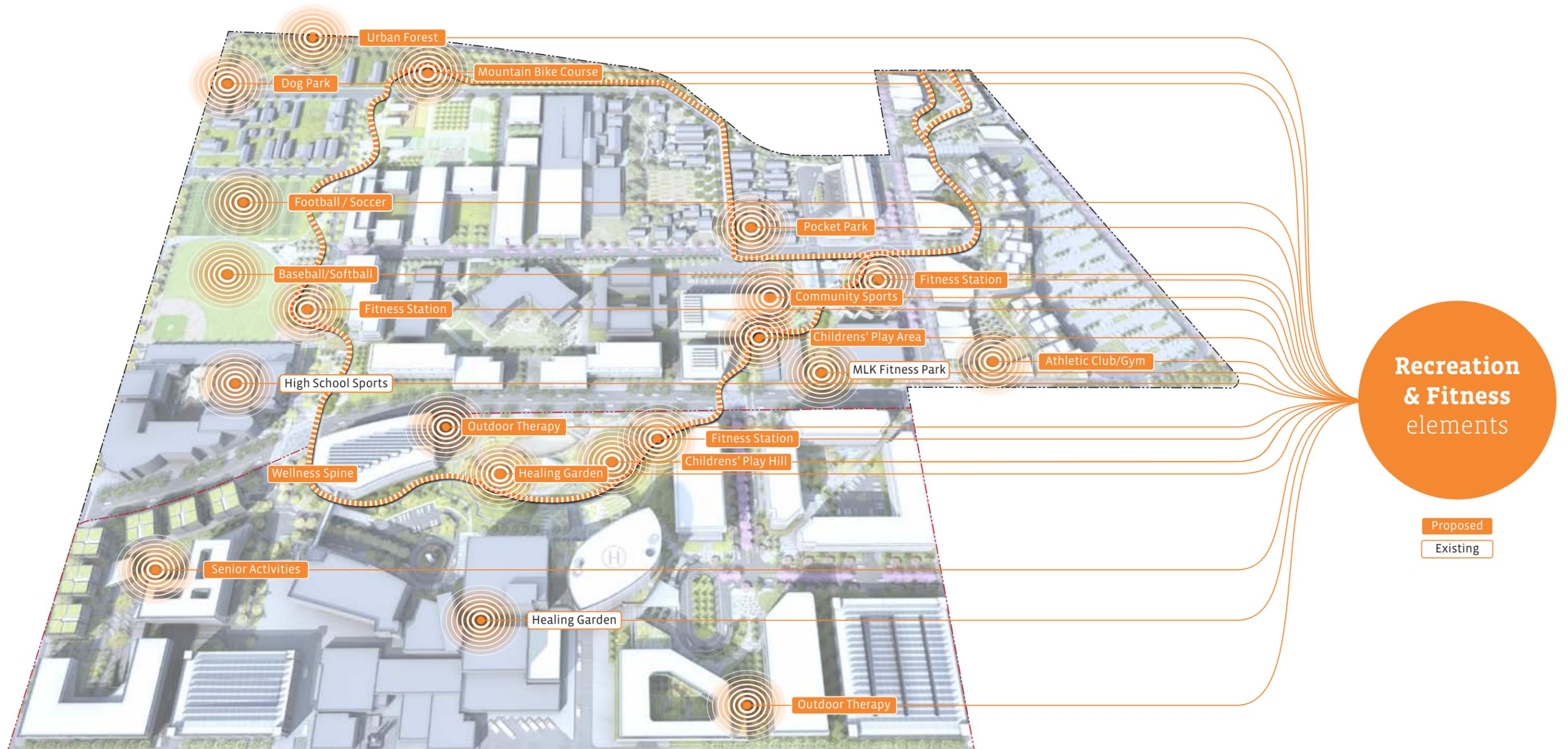


Community Hub Marketplace & Farmers' Market



Community Garden & Water Demonstration Project





Recreation & Fitness System



Multi-Modal Dedicated Paths



Passive Recreation - Socializing



Passive Recreation - Meditative



Shared Sports Facility



Childrens' Play Areas



Mountain Bike Skills Course



Urban Recreation - Parkour



Playful Topography



Temporary Recreation Courses



Wellness Pocket - Exercise



Wellness Pocket - Restore



Wellness Pocket - Socialize

Safety System

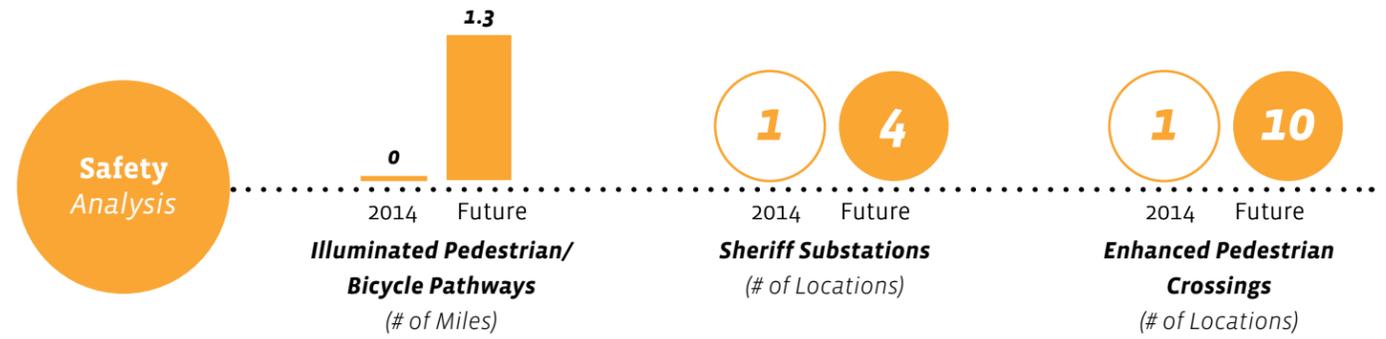
Security and safety is a fundamental principle of the Community Vision and is addressed by a significant increase in activity that provides passive surveillance and vigilance. New development provides places of positive energy, promoting community interaction, a higher social conscience and a greater personal investment in the success of the community. Increased safety also has indirect benefits such as increased property values, decreased funds spent on policing, less property damage and also an increase in the community sense of cohesion and shared ownership of community spaces.

The Wellness Spine is the element most closely associated with new activity. It provides additional “eyes on the street”, a strategy derived from the notion that streets are safer when busy and when people are watching from nearby windows, porches or benches. The Spine anchors a series of public spaces, promoting activity in patrolled areas instead of dispersed and non-contiguous spaces. Additionally, the Spine acts as a pedestrian street upon which front entries and windows face thus providing additional passive surveillance. Lighting and programs that shift from day to night help reinforce continued community activity and mobility from one space to the next. The Willowbrook MLK Wellness Community engenders shared commitments and investment by residents resulting in a more secure environment.

Positive Effects of Added Landscape

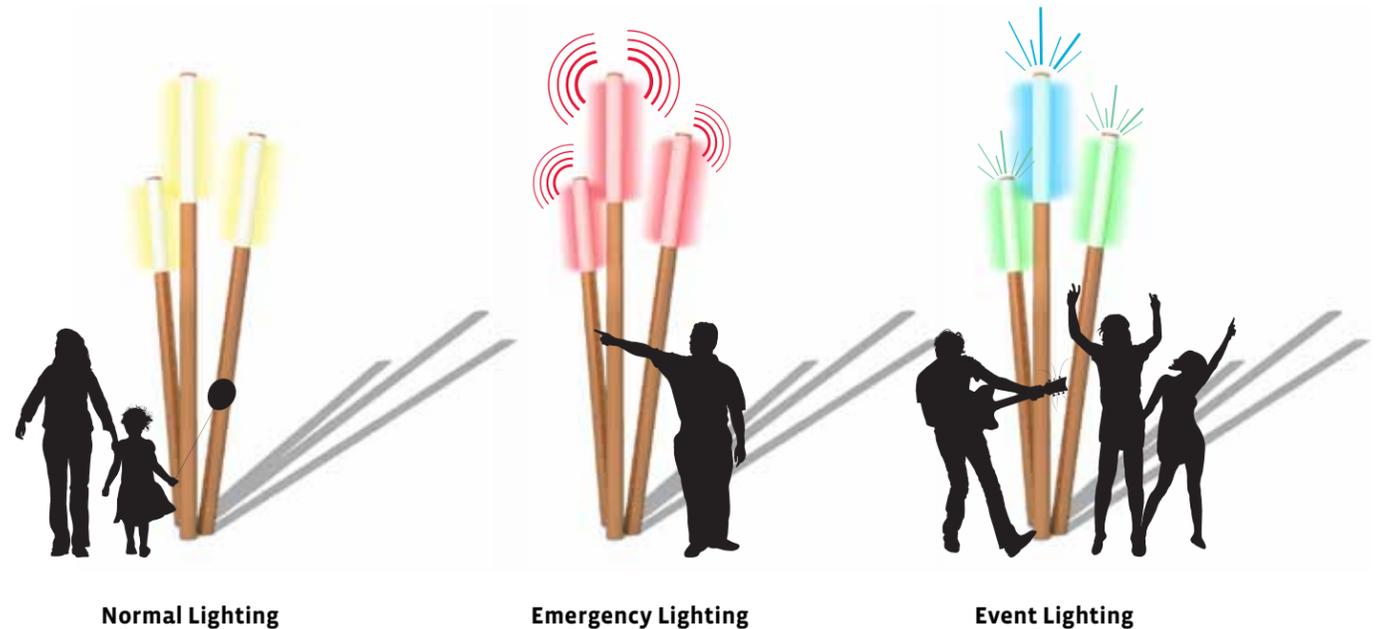
“Compared with buildings that had little or no vegetation, buildings with high levels of greenery had 48% fewer property crimes and 56% fewer violent crimes.”

Source: Kuo, F.E., & Sullivan, W.C. (2001), *Environment and crime in the inner city: Does vegetation reduce crime?*



Community Lighting

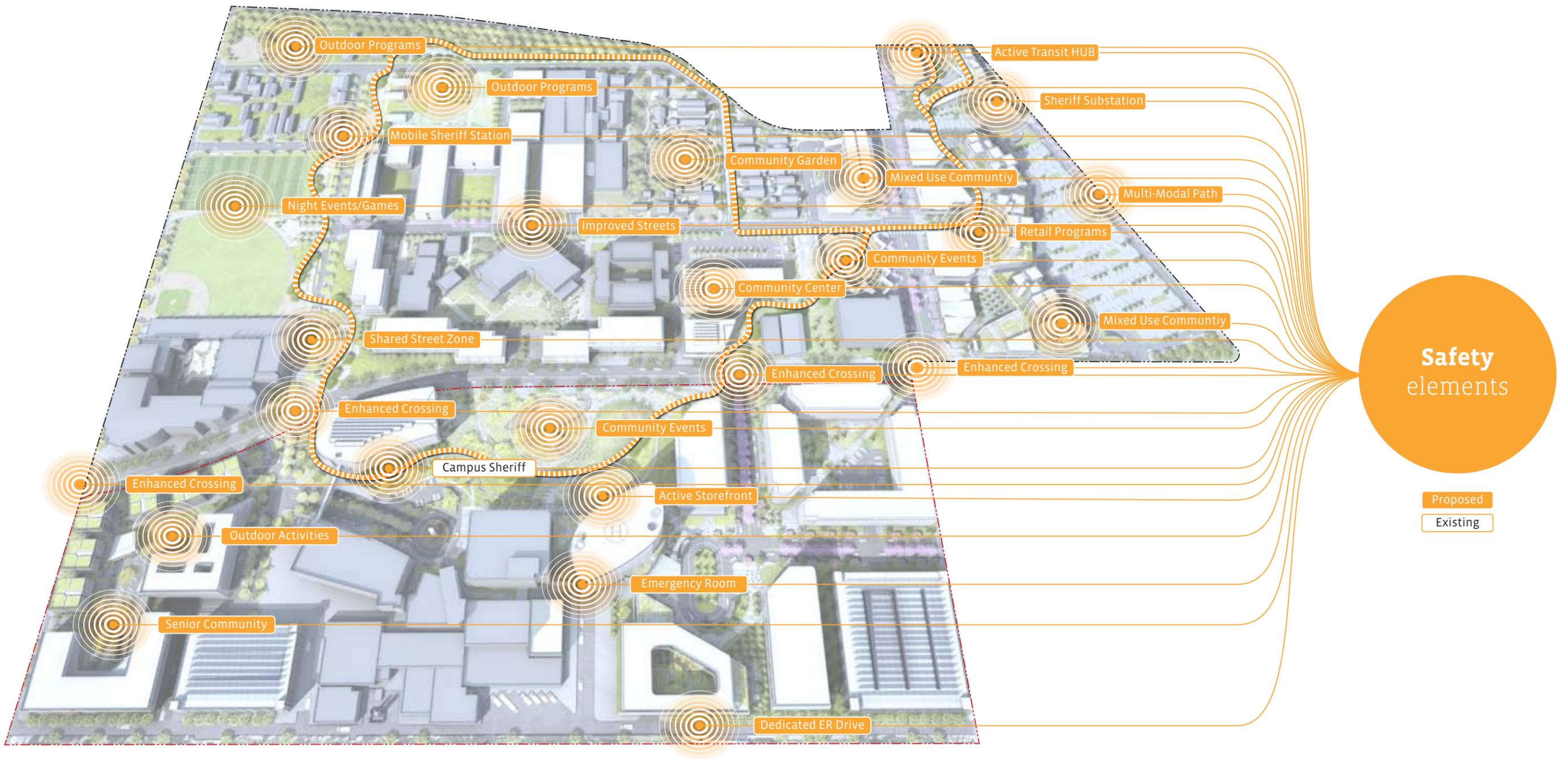
(Variation in Lighting)



Normal Lighting

Emergency Lighting

Event Lighting



Safety System



Mobile Sheriff Community Stations



Vehicle Barriers



Dedicated Pedestrian & Bike Paths



Lighting & Art



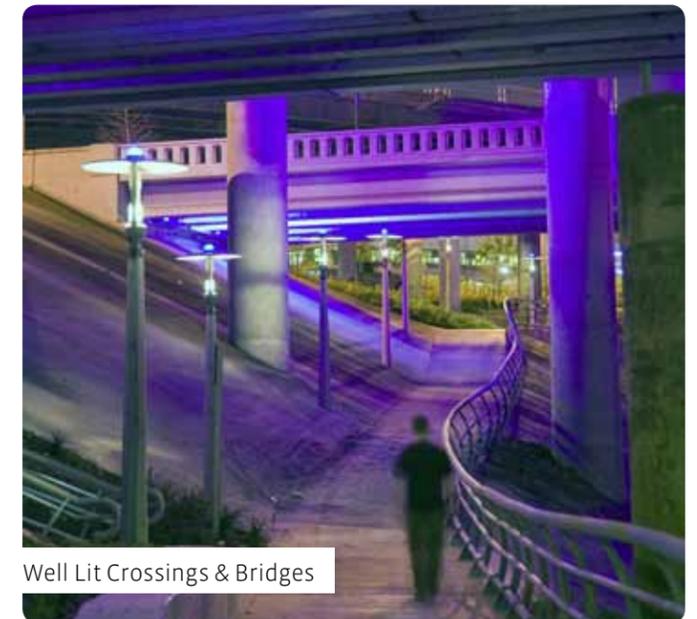
Safe Pedestrian Crossings



Integrated Lighting



Day / Night Events



Well Lit Crossings & Bridges



Clear Lines of Sight & Increased Eyes on the Street



Community HUB - Evening Marketplace Event

Education & Research System

A variety of learning programs is a fundamental component of individual and community success. The Study Area includes a range of traditional educational institutions, with offerings for children, families and adults. In addition non-traditional learning environments, open spaces and demonstration gardens provide learning opportunities about food systems and agricultural practices. Parks and exercise pockets promote cognitive and muscular development and team building. Educational institutions, ranging from early education, K-12 to the university level, provide a valuable resource in the community. New research and development provide opportunities for knowledge advancement and attracting top minds. All systems included in the Community Vision benefit from the added value of education.

Student Performance & Physical Activity

“Overwhelming evidence links physical activity to improvements in student performance, including grades and standardized test scores.”

Sources: Robert Wood Johnson Foundation (2011), *Leadership for Healthy Communities, Advancing Policies to Support Healthy Eating and Active Living*



Education & Research System



Adult Education



Job Training



K-12 Education



Physical Education



Educational / Interpretive Signage



Outdoor Education



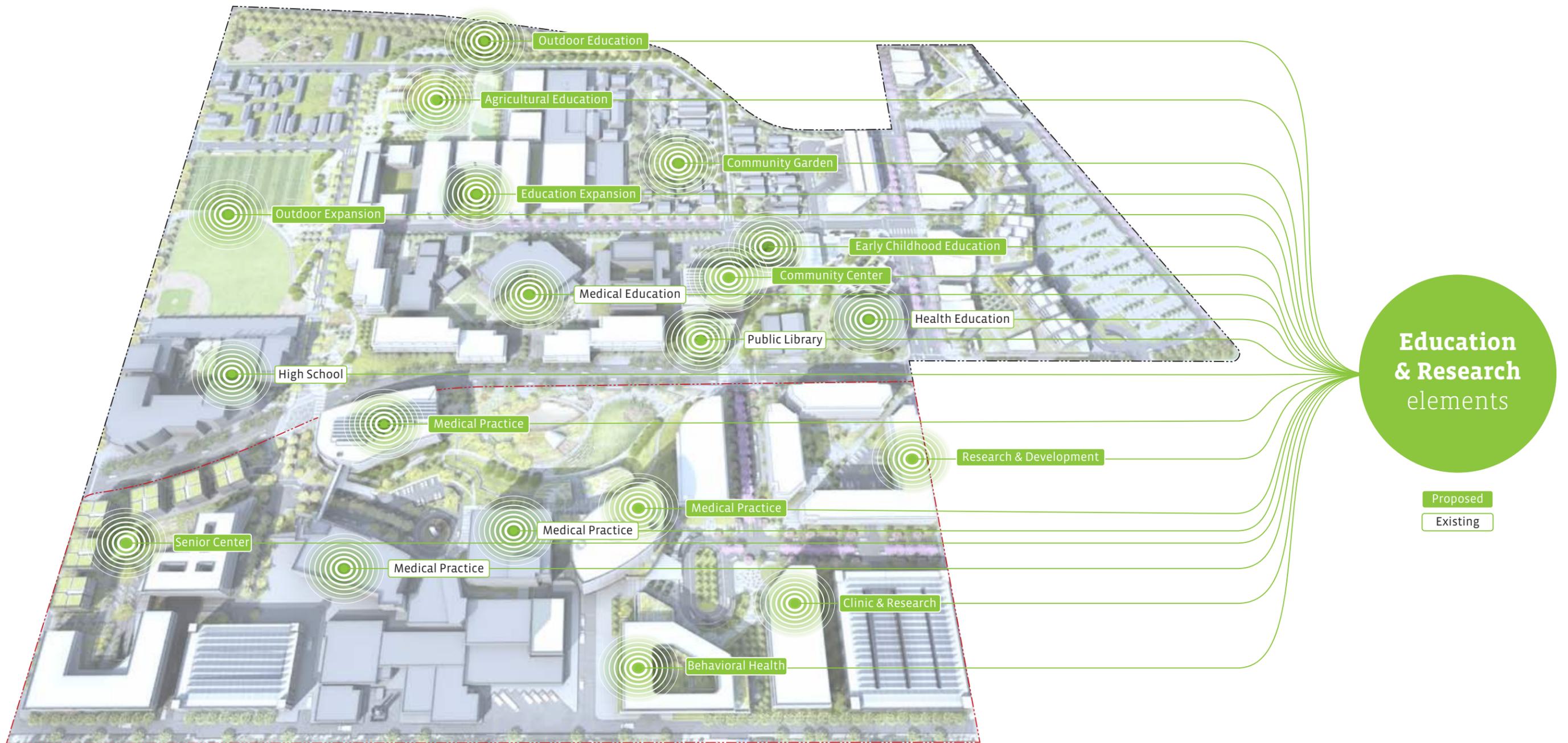
Research & Development



Higher Education



Medical Education



Economic Opportunity System

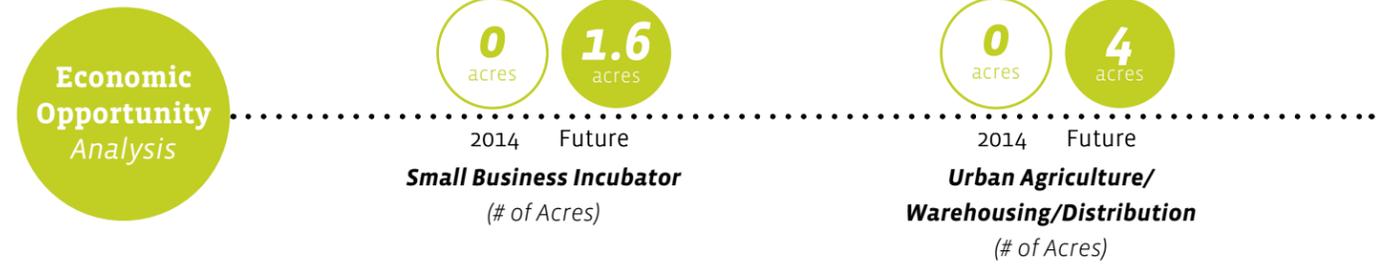
Economic opportunity includes jobs and the creation of possibilities for business start up, infrastructure and facility development. Improvements to existing facilities and infrastructure provides an economic boost to the businesses presently operating in the community. The Community Vision provides the opportunity for mutually beneficial industries, agriculture and warehousing/distribution. Improved transportation options create increased accessibility to and from regional jobs and recruitment from a larger employee base.

Providing employment opportunities through new jobs created at the MLK Medical Center Campus and new businesses in the surrounding community is one measure of success. The advantages of contributing to a person's health by the creation of the Willowbrook MLK Wellness Community provide a critical and direct benefit to the community by reducing medical care costs and potentially allowing funds to be invested in other community assets.

Mobility Investment & Increased Retail Sales

"{Walking, bicycling and public transit} investments typically increase retail sales by an average of 30% and land value from 70% to 300%."

Sources: Heart Foundation (2011), *Good for Business*
The benefits of making streets more walking and cycling friendly



Economic Opportunity System





Community System

Personal investment and commitment to the well-being of the community is essential to success. The physical organizing structure required includes identity, urban form, safety and environmental sustainability. The arts are another important element, serving as a catalyst for civic engagement.

Community elements ranging from the marketplace and business incubator, to temporary installations, sculpture gardens, community learning centers and meeting rooms enhance a sense of belonging. Shared values and participation among individuals thereby promotes kinship, one of the most meaningful aspects of community. The Willowbrook MLK Wellness Community, represented by the iconic Wellness Spine, reinforces the transformation to a healthy, unified and committed community.

Supporting Local Community Businesses

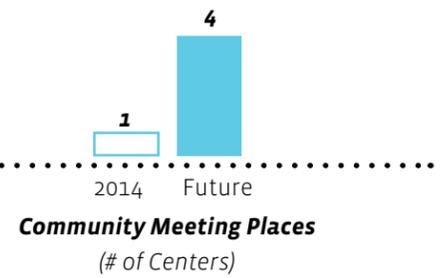
“For every \$1 spent in a local community, \$.45 is redirected towards the local economy, versus \$.15 if that dollar is spent at a chain or non-local business”

Sources: THE LOS ANGELES FOOD POLICY TASK FORCE (2010), *The GOOD FOOD FOR ALL AGENDA: Creating a new regional food system for Los Angeles*



THE WILLOWBROOK MLK WELLNESS COMMUNITY

New Community Identity



Community Art



Celebrations & Dances



Tree Planting Events



Landscape Sculptures



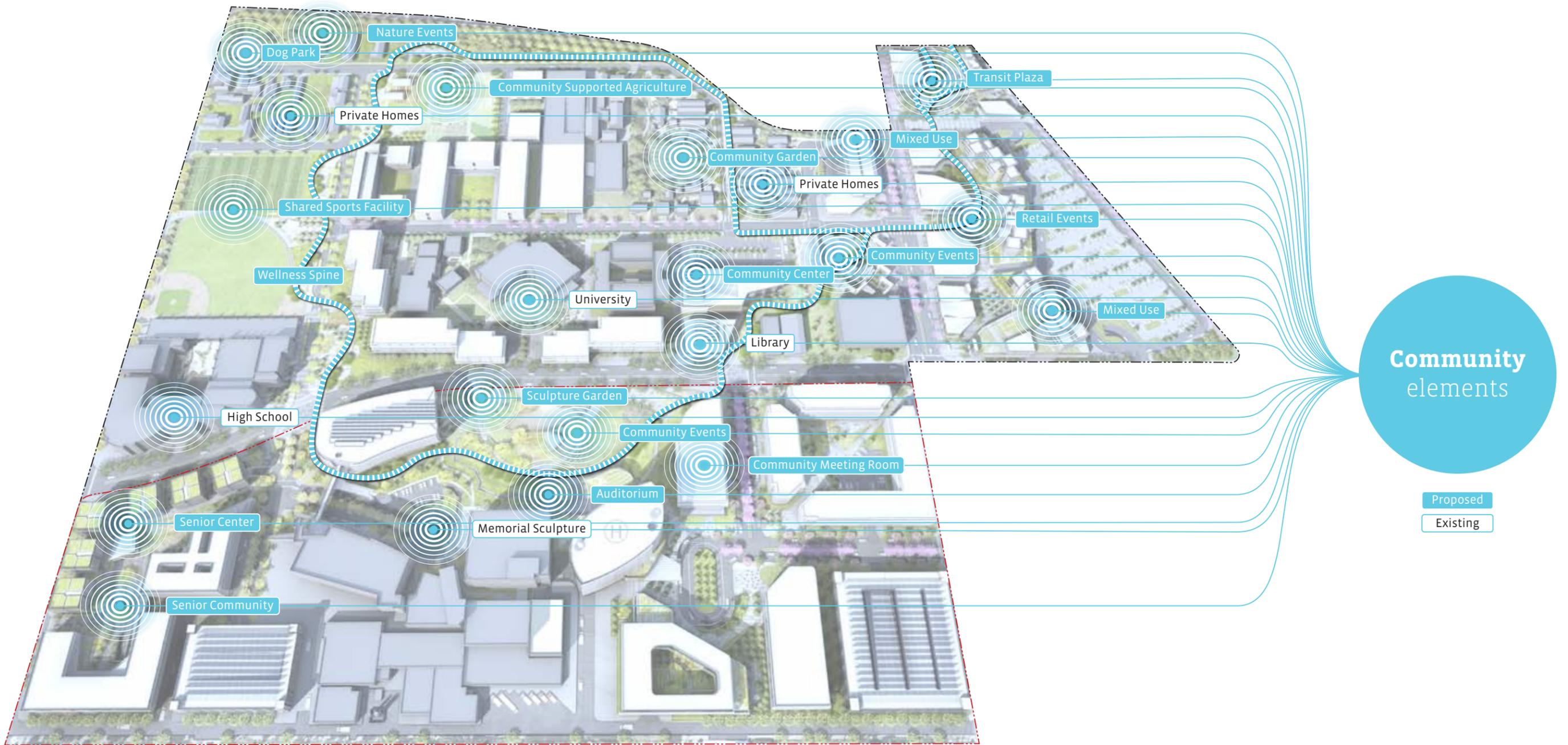
Lighting as Art



Community Art Events & Classes



Installations



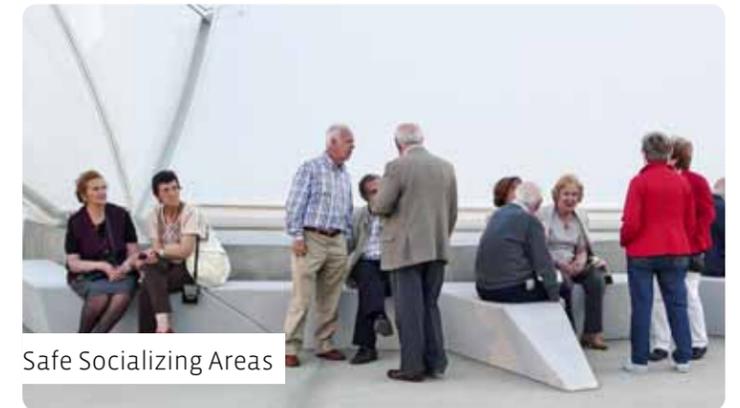
Community System



Marketplace & Business Incubator



Identity & Wayfinding



Safe Socializing Areas



Community Learning Space



Temporary Performance Space



Art as Urban Beautification



Community Center



Community Classes



Community Gardens

Community Hub - Multi-functional Community Space



Weekday: Arts & Play



Event Day: Concert & Exhibition



Farmers' Market: Food & Socializing

Environmental Infrastructure System

The physical environment provides the setting for the Community Vision and is critical to the health of community residents, visitors and employees. Our connection with nature is reinforced through an increased knowledge and interaction with various forms of parks and open space. These places instill a better understanding of our reciprocal relationship with the environment. Trees and planting areas, while beautifying the area and providing recreation opportunities, also contribute to reducing air and water pollution, help cool air temperatures and are a more cost effective way to manage storm water runoff than traditional infrastructure systems.

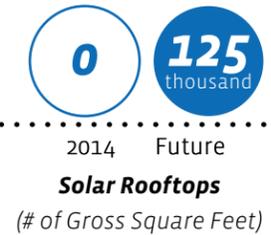
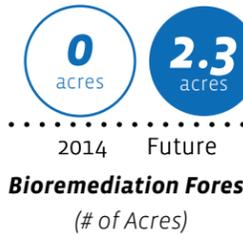
Much of the vacant and underutilized area in the Study Area, deemed undesirable for development, is envisioned to be repurposed into diverse types of open space including an urban forest, shared sports fields, community gardens, dog parks and more. The urban forest and urban agriculture area have the additional benefit of providing bioremediation and carbon-sink functions. Engineered wetlands filter contaminants from storm water runoff and provide potential habitat for birds and water fowl. Native, drought tolerant plant species reduce the impact to the water system and frequently require less maintenance. The environmental infrastructure is integral with a sustainable approach to development, a key tenet of The Willowbrook MLK Wellness Community.

Positive Impacts of Urban Forests

“Urban forests reduce energy use by providing shade in the summer and wind breaks in the winter, reduce stormwater runoff, remediate soils and provide animal and plant habitat. Trees have economic benefits: they increase property value. Lastly, trees have positive cognitive effects and may even help improve moods.”

Sources: American Society of Landscape Architects (ASLA) (2011), *Urban Forests = Cleaner, Cooler Air*

Environmental Infrastructure Analysis



Environmental Infrastructure System



Bike Share System



Stormwater Management



Solar Photovoltaics



Engineered Wetland



Material Reuse



Native Species



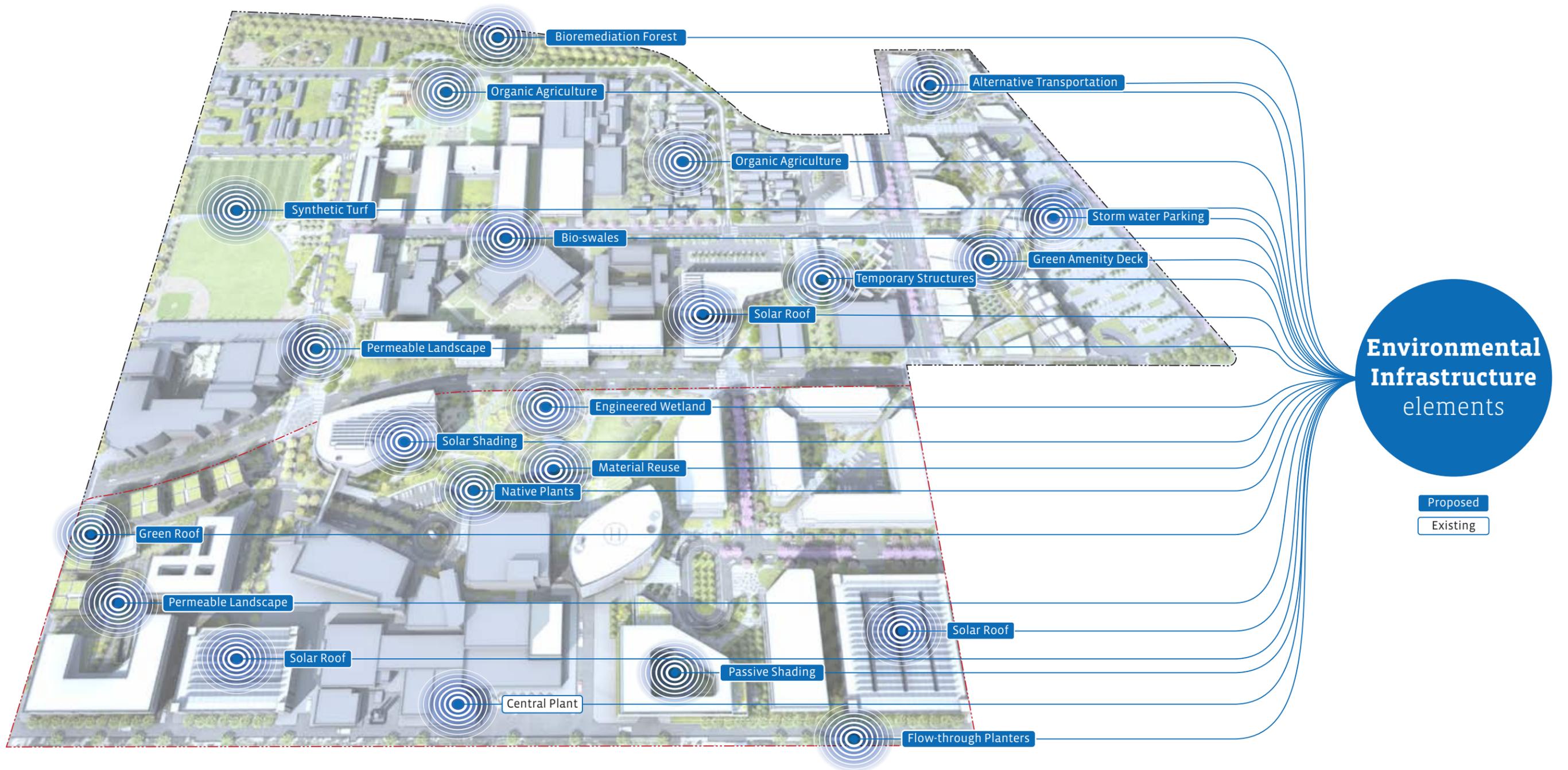
Green Roofs



Bioremediation Forest



Permeable Landscape



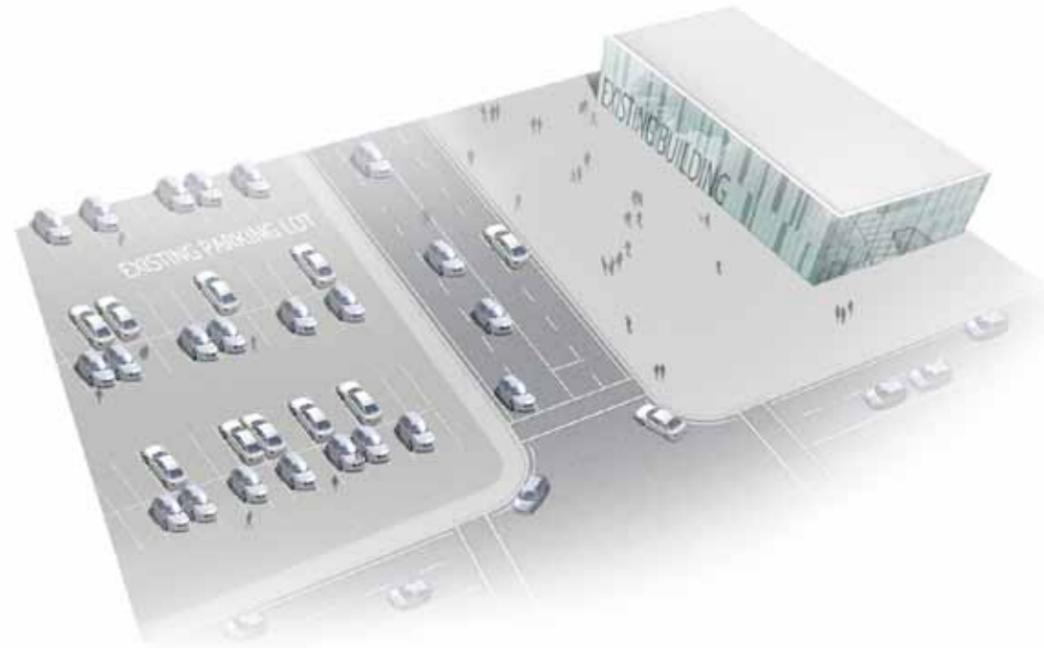
Incremental Urbanism

One of the underlying strengths of the MLK Medical Center Campus Master Plan and Community Vision rests in its pragmatic, incremental approach to design and development. An implementation strategy utilizing calculated, manageable steps allows the County and other stakeholders to work organically and be responsive to an ever changing economy. This incremental approach minimizes risk, thereby encouraging support for development. By starting small and building gradually, not only is financial risk minimized, it helps to build social capital and buy-in from the community. **The evolution of the MLK Medical Center Campus and the community through 20 years of incremental development will be transformative and a model for future centers of health and wellness -The Willowbrook MLK Wellness Community.**

Incremental Urbanism

“It is about building densely interconnected networks, crafting linkages between unlikely partners and organizations and making plans without the usual preponderance of planning. It is about getting it right for now and at the same time being tactical and strategic about later.”

Nabeel Hamdi,
Small Change: About the Art of Practice and the Limits of Planning in Cities



Step 01: Existing Condition / Idea Generation

Step 02: Temporary Installation





Step 03: Small Scale Implementation



Step 04: Short-term Development

Step 05: Long-term Development





MLK Medical Center Campus Health Park & Wellness Spine





MLK Medical Center Campus Health Park



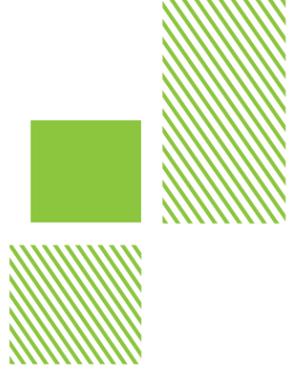
Outpatient Expansion & Wellness Spine Pocket



Community HUB & Marketplace



MLK Medical Center Campus Master Plan & Community Vision



Gensler

