

2.0 PROJECT DESCRIPTION

A. INTRODUCTION

Los Angeles County proposes the Harbor-UCLA Medical Center Campus Master Plan Project (Master Plan Project or Project) to address the future needs of the communities served by the Harbor-UCLA Medical Center Campus (Harbor-UCLA or Medical Center Campus).

The existing Medical Center Campus contains approximately 1,279,284 square feet of developed floor area, including the recently completed Surgery and Emergency Room Replacement Project (Replacement Project). The Master Plan Project encompasses construction of a new Hospital tower (New Hospital Tower) on schedule to meet increasing state law seismic requirements for acute care facilities, renovation of the existing Hospital building (Existing Hospital Tower) to house non-acute care support uses, replacement of aging facilities, reconfigured vehicular and pedestrian access to and circulation within the Harbor-UCLA Medical Center Campus, and implementation of a cohesive site design that enhances the experience of staff, patients, and visitors. The Campus-wide floor area would increase from approximately 1,279,284 square feet to approximately 2,457,355 square feet.

The redesigned Medical Center Campus would consolidate outpatient facilities and locate them in proximity to the New Hospital Tower in the north-central portion of the Medical Center Campus. It would also engage Carson Street by orienting hospital-related services used by the community along this major thoroughfare. Courtyards, landscaped areas, and paths and sidewalks for pedestrian circulation would form the core of the Medical Center Campus and connect the New Hospital Tower and outpatient facilities with the other major tenants on the Medical Center Campus, including Los Angeles Biomedical Research Institute (LA BioMed) in the south-central portion of the Medical Center Campus and the Children's Institute International (CII) Burton E. Green Campus in the northwest portion of the Medical Center Campus. Patient and visitor vehicle access and parking would be realigned off Carson Street and staff vehicle access would be concentrated in the eastern and southeastern Medical Center Campus off Vermont Avenue and 220th Street.

The western side of the Medical Center Campus would be used for the development of a new 250,000-square-foot biotechnical research campus (Bioscience Tech Park). A bioscience hub at the Medical Center Campus would provide the potential to grow the bioscience industry in the County and take advantage of relationships and research opportunities between the Bioscience Tech Park, the public hospital, and LA BioMed. Implementation of the Master Plan Project is expected to meet short-term needs of the communities served by the Existing Hospital Tower, associated facilities, and other tenants of the Medical Center Campus, as well as long-term needs beyond 2030.

B. HARBOR-UCLA MEDICAL CENTER LOCATION AND SURROUNDING USES

The 72-acre Medical Center Campus is located in the unincorporated County of Los Angeles community of West Carson, which roughly encompasses the 2.3-square-mile area between the Harbor Freeway (I-110) on the east and Normandie Avenue on the west, and Del Amo Boulevard on the north and Lomita Boulevard on the south. The Medical Center Campus is bordered by Carson Street on the north, 220th Street on the south, Vermont Avenue on the east, and Normandie Avenue on the west. The Harbor Freeway (I-110) is located

one block (approximately 800 feet) east of the Medical Center Campus and the San Diego Freeway (I-405) is located approximately two miles to the north and northeast. The Harbor Freeway is accessed via Carson Street and the San Diego Freeway is accessed via Carson Street to the east and Vermont and Normandie Avenues to the north. The Harbor-UCLA Medical Center Campus location is illustrated in **Figure 2-1, Project Site and Regional Location Map**.

Surrounding communities include the cities of Gardena, Lawndale, and Hawthorne to the north; the city of Carson, east of the Harbor Freeway; the Harbor Gateway community, part of the city of Los Angeles, and the city of Torrance to the west; and to the south, the Harbor City community, part of the city of Los Angeles, and the city of Lomita.

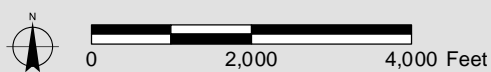
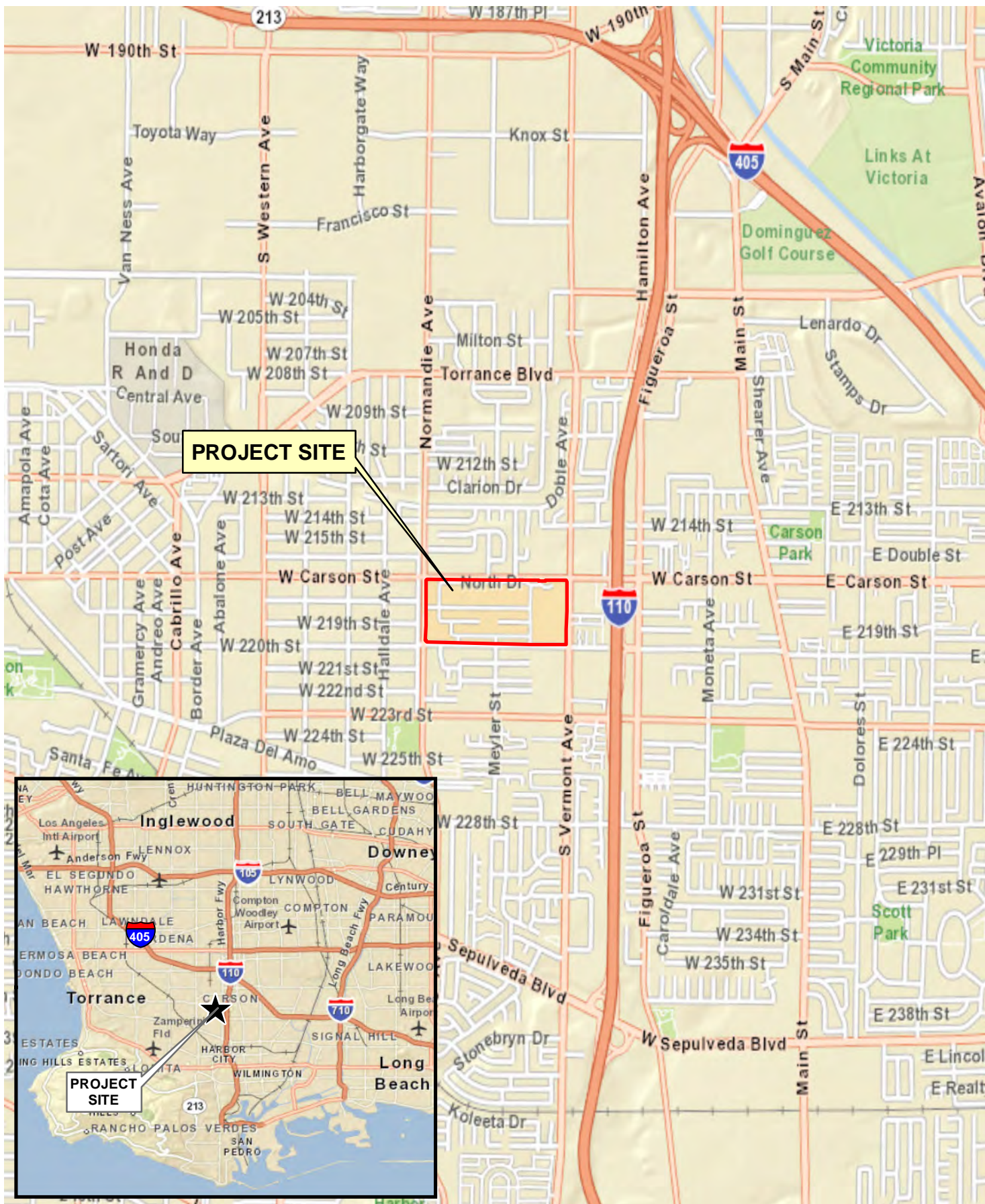
Figure 2-2, Surrounding Land Uses, is an aerial photograph of the Medical Center Campus and vicinity, with nearby land uses identified. Carson Street, to the north, is largely developed with commercial uses, primarily neighborhood retail businesses and medical/dental services. The Harbor UCLA Medical Center Employee Children's Center (Child Care Center) and a multifamily residential apartment complex, Harbor Cove Villa, are located outside the Harbor-UCLA Medical Center Campus on Carson Street just west of the intersection with Vermont Avenue. The area north of Carson Street is a predominantly single-family residential neighborhood. Vermont Avenue, bordering the Harbor-UCLA Medical Center Campus to the east, is developed with a mix of neighborhood retail uses and medical services just north and south of Carson Street, while the southern half of the block facing the Harbor-UCLA Medical Center Campus, at 219th Street, is developed with a condominium complex, Torrance Park Villas, and Starlite Trailer Park and Rainbow Mobile Home Park, which back up to the Harbor Freeway on the west. Wholesale and light industrial uses, primarily warehouses and truck distribution centers, are located to the southeast along 220th Street. Single-family and multi-family residential neighborhoods border the Harbor-UCLA Medical Center Campus to the south, across 220th Street, as well as to the west, across Normandie Avenue within the Harbor City community of Los Angeles; the abandoned Union Pacific Railroad right-of-way area along the west side of Normandie Avenue serves as a setback for residential uses to the west. An off-site surface parking lot serving LA BioMed is located across 220th Street from the Harbor-UCLA Medical Center Campus.

C. HARBOR-UCLA MEDICAL CENTER BACKGROUND AND EXISTING CONDITIONS

1. History and Background

(a) History of Harbor-UCLA Medical Center

The first hospital uses at the Harbor-UCLA Medical Center Campus were established in 1943 when the property was used as the U.S. Army's Port of Embarkation Station Hospital, a receiving point and hospital for servicemen returning from the Pacific during World War II (WWII). Facilities included an administration building and a collection of Army barracks and cottages; the hospital also provided medical services for servicemen and their families living in the area. By 1946, the facility was no longer needed and was sold as war surplus by the federal government to the County for the development of Los Angeles County Harbor General Hospital (Harbor General Hospital), to provide County-based medical care and hospital services to the increasingly populous southwestern part of the County.

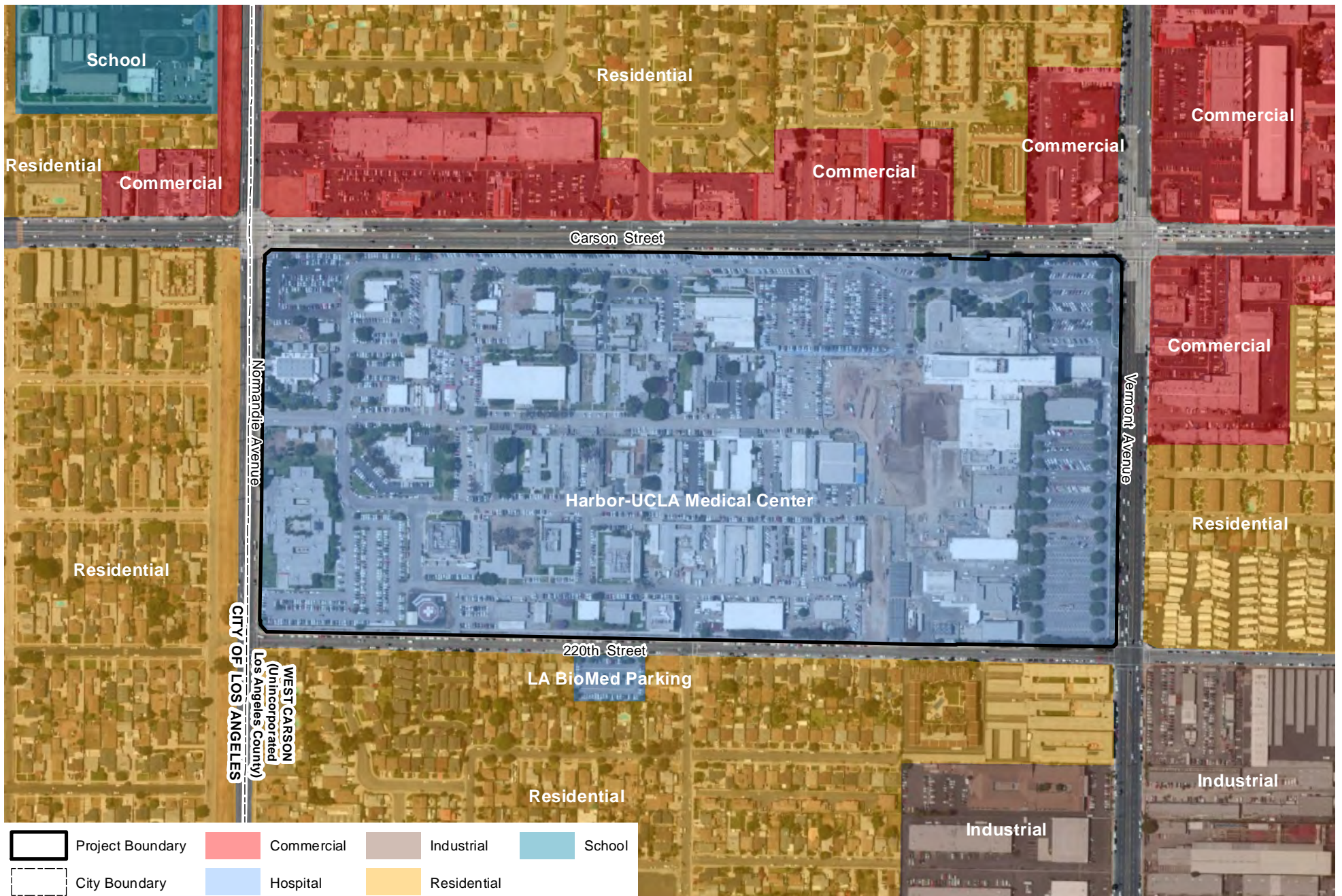


Regional and Vicinity Map

FIGURE

2-1

Harbor-UCLA Medical Center Master Plan
 Source: ESRI Street Map, 2009; PCR Services Corporation, 2014.



Aerial Photograph with Surrounding Land Uses

Harbor-UCLA Medical Center Master Plan
 Source: Microsoft, 2010 (Aerial); PCR Services Corporation, 2014.

Harbor General Hospital began its affiliation with the University of California Los Angeles (UCLA) School of Medicine in 1948 and became the southern campus of the UCLA School of Medicine in 1951. Construction of the existing eight-story, 450,000-square-foot Existing Hospital Tower was completed in 1962 in the eastern portion of the Medical Center Campus and replaced a number of the original Army facility's wooden barracks and cottages. Despite a design life of seven years, nearly one-third of the original barracks built in the 1940s still remain in use today as clinics, offices, shops, storage, laboratories and related facilities, augmented by temporary modular buildings and trailers. In 1978, the name of the hospital was changed to Los Angeles County Harbor-UCLA Medical Center to highlight its working relationship with the David Geffen School of Medicine at UCLA. An affiliation with the UCLA School of Dentistry was established in 1972.

The historical development of the Medical Center Campus is illustrated in **Figure 2-3, Harbor-UCLA Medical Center Campus Development History**.

(b) Harbor-UCLA Medical Center Today

Today, Harbor-UCLA Medical Center is a County-owned and operated tertiary-care medical center and one of two Level 1 Trauma Centers that the County operates, and one of five in the County. Tertiary care hospitals generally refer to major facilities with specialized facilities and personnel which can provide a comprehensive range of medical treatments, usually through referral from primary or secondary medical care providers, including general medicine, pediatrics, obstetrics, surgery, and various subspecialties. Trauma centers are equipped and staffed to provide comprehensive emergency medical services to patients suffering traumatic injuries, as opposed to illness. Level 1 centers provide the highest level of surgical trauma care and have a full range of specialist and equipment available for 24-hour coverage. Harbor-UCLA Medical Center serves southwestern Los Angeles County and plays a particularly critical role in meeting the healthcare needs of the more than 700,000 residents of the greater South Bay region within 15 miles of the Medical Center Campus, the catchment or service region for the medical center.

The Existing Hospital is licensed for 453 inpatient beds, of which 373 beds (or 82% of the licensed beds) are budgeted/staffed beds, while the larger Harbor-UCLA Medical Center Campus houses more than 70 primary and secondary care clinics. There are approximately 340,000 patient visits to the Campus annually, including admittances and discharges, diagnostics and treatment, and patient exam visits. A premiere teaching hospital with residency and fellowship programs in many medical and surgical specialties and a strong research focus, the Existing Hospital employs approximately 300 full-time faculty physicians, more than 120 part-time faculty physicians, and 360 volunteer faculty physicians, with more than 500 residents and fellows completing graduate studies at the Existing Hospital. Total employment for the entire Harbor-UCLA Medical Center Campus (including the Existing Hospital and other tenants) is approximately 5,500.

Three major tenants are co-located on the Medical Center Campus together with the Existing Hospital and outpatient clinics. LA BioMed, the largest tenant, was founded as the Harbor-UCLA Research and Education Institute in 1952. It conducts and supports research, training, and education activities, provides community services including childhood immunization and nutrition assistance, and maintains an affiliation with the Existing Hospital, with many faculty members serving as both researchers and clinicians; this affiliation helps attract top residency candidates to the Existing Hospital. The Harbor-UCLA Medical Foundation, Inc. (MFI) was founded in 1963 as a nonprofit organization dedicated to clinical patient care, the revenue from which is used to fund clinical, research, and educational activities at the Harbor-UCLA Medical Center. Children's Institute International (CII), which specializes in the treatment and prevention of child abuse and

neglect, operates its Burton E. Green Campus within the Harbor-UCLA Medical Center Campus and provides services to families throughout the South Bay and adjacent communities. CII is headquartered near downtown Los Angeles and operates several facilities throughout the region. A number of other County departments, including an outpatient mental health clinic operated by the Department of Mental Health, occupy buildings on the Medical Center Campus.

(c) Market Projections and Future Demand for Healthcare Services

Harbor-UCLA Medical Center has evaluated anticipated changes in demand for its services over the Master Plan Project buildout timeline. It expects increasing demand in its service area, which currently encompasses 10 million people and is expected to grow by an estimated 600,000, through 2030. The population served includes a large proportion of uninsured, underinsured, or those otherwise dependent on the County Department of Health Services (DHS). It is projected that the service area will include an additional 190,000 Medicare-eligible patients by the buildout horizon, an assumption based on an anticipated increase in the service area population and aging, as more baby boomers move into the age 75+ cohort. This is expected to affect demand for certain services as well as the overall volume of patient visits, which is expected to increase by an estimated 20 percent by 2030, even assuming some percentage of future patients transfer back to Martin Luther King Hospital, which reopened in July 2015, or other hospitals. Moreover, as the healthcare industry transitions to a more standardized, collaborative, and preventative care model of health care delivery, and away from reliance on acute-care inpatient treatment, there will be an increasing need for Harbor-UCLA to enhance its outpatient programs and other patient support services. In light of the expected increase in its service area population and increased demand for its services, a physician workforce shortage in Los Angeles, and the lack of plans for the new construction of other acute care hospital facilities in the region by the Master Plan Project buildout horizon, Harbor-UCLA sees a clear need to invest in its facilities and programs to continue to fulfill its role as a strategic piece of the healthcare “safety net” of Los Angeles County in general and for South Bay communities in particular.

(d) Compliance with Senate Bill 1953: The Alquist Hospital Facilities Seismic Safety Act

As a result of the 1994 Northridge earthquake, the State of California enacted Senate Bill (SB) 1953, the Alquist Hospital Facilities Seismic Safety Act, in September 1994, (California Health & Safety Code Sections 130000 et seq.) to ensure that all acute care hospitals in California built before 1973 remain operational after a major seismic event. SB 1953 directed hospitals in California to evaluate the seismic performance of their acute care facilities and perform upgrades, in accordance with standards developed by the California Office of Statewide Health Planning and Development (OSHPD), by specific deadlines.^{1,2} SB 1953 established two deadlines: by 2013 (or 2015 or beyond under certain circumstances), hospitals are required to demonstrate compliance with specific seismic criteria intended to allow acute care facilities to remain standing after a major seismic event, and by 2030, hospitals are required to implement the necessary upgrades to remain fully operational after a major seismic event.

The seismic strength of hospital buildings is measured in accordance with Federal Emergency Management Agency’s (FEMA’s) HAZARDS U.S. (HAZUS) Assessment Program, a seismic evaluation program developed

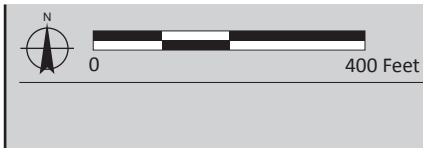
¹ *SB 1953, Hospital Facilities Seismic Safety Act, Chapter 740, Statutes of 1994.*

² *Office of Statewide Health Planning & Development, California’s Hospital Seismic Safety Law: Its History, Implementation and Progress, <http://www.oshpd.ca.gov/FDD/SB1953/SeismicReport.PDF>. 2005.*



LEGEND

- TEMPORARY / MODULAR
- 1960-1970
- 2000-PRESENT
- LABIOMED SITE BOUNDARY
- PROPERTY LINE
- 1940-1950
- 1980-1990



Harbor-UCLA Medical Center Campus Development History

Harbor-UCLA Medical Center Master Plan
Source: Perkins+Will, 2012.

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for hospitals to implement the seismic safety requirements of SB 1953 to determine the probability of collapse. Under the HAZUS Program, hospital buildings fall into one of five structural and nonstructural (e.g., utility infrastructure, communications systems, and emergency power supply) performance categories, with SPC 1 buildings representing those most at risk and SPC 5 buildings representing those fully compliant with structural safety requirements.

Harbor-UCLA performed a structural and nonstructural performance assessment of its Existing Hospital Tower (including the central tower, north and south wings, cafeteria, Primary Care and Diagnostics Center (PCDC), and communications building), the only acute care facility on the Medical Center Campus and therefore the only building subject to SB 1953. The survey determined that, with the exception of the recently constructed Replacement Project buildings, all of the Existing Hospital Tower components (i.e., central tower, north and south wings, cafeteria, PCDC, and communications building) required some level of seismic upgrades to comply with SB 1953 and remain operational until 2030, at which time nonconforming buildings would no longer be used for acute care service, but could instead be repurposed and renovated for other non-acute care, administrative, or support services. Seismic upgrades were carried out for the Existing Hospital Tower (including the central tower, north and south wings, cafeteria, PCDC, and communications building) such that it meets SPC 2/NPC 3 standards, meaning the Existing Hospital Tower may not be repairable or functional after a major seismic event, but would not significantly jeopardize life safety, and critical care systems are properly braced or anchored and could remain operational. Even with further upgrades, the Existing Hospital Tower would not meet SB 1953 standards for continued operation as an acute care facility after 2030, and the current compliance plan prepared for the Existing Hospital Tower indicates that it is expected to be repurposed for non-acute care activities by that date while acute care functions will be moved to a New Hospital Tower.

2. Existing Conditions

(a) Current Facilities Layout

The existing Harbor-UCLA Medical Center Campus layout is illustrated in **Figure 2-4, Existing Medical Center Campus Buildings**. The physical layout of the Medical Center Campus still closely follows the east-west-oriented street grid established when the property was laid out as a military installation in the 1940s. The Existing Hospital Tower, related treatment facilities, and the majority of Medical Center Campus support facilities (i.e., facilities management and utilities) occupy the eastern third of the Harbor-UCLA Medical Center Campus, while buildings occupied by LA BioMed take up the majority of the central Medical Center Campus, and outpatient services, including MFI and the related Imaging Center, CII, and other facilities, occupy the western end of the Medical Center Campus. Patient diagnostic facilities, administration offices, and additional facilities management functions are scattered throughout the Medical Center Campus.

Most of the facilities in the central Medical Center Campus were constructed prior to 1960, including numerous small wood-frame barracks and temporary/modular buildings that collectively occupy the majority of the Medical Center Campus land area. The first major expansion of the 1963 Existing Hospital Tower, the Surgery and Emergency Room Replacement Project, was completed in 2013. This project increased the size of the existing emergency room from 25,000 square feet with 42 emergency bays, to 75,000 square feet with 80 emergency bays and added 190,000 square feet of space containing surgery suites, adult and pediatric triage, and a new entrance lobby, and waiting area. A new helistop and 544-space parking structure were also constructed.

LA BioMed, which employs approximately 700, presently occupies a number of older World War II-era structures scattered- throughout an approximately 16.5-acre area encompassing the central portion of the Harbor-UCLA Medical Center Campus, and is proposing to consolidate its operations within a smaller 11.4-acre leasehold (LA BioMed Campus) in the south-central portion of the Medical Center Campus. Four new buildings have been constructed on the LA BioMed Campus since 2000, and LA BioMed will eventually vacate approximately 95,000 square feet of floor area within the buildings it occupies elsewhere on the larger Medical Center Campus as it consolidates.

Other newer facilities constructed on the Harbor-UCLA Medical Center Campus since the 1980s include buildings housing hospital-related outpatient services and the buildings housing major tenants MFI and CII at the western end of the Medical Center Campus. Since 1989, MFI has occupied the Harbor UCLA Professional Building (also known as the MFI Professional Building) at the west end of the Medical Center Campus, with related outpatient services housed in nearby buildings. While MFI's utilization of the MFI Professional Building and related outpatient services has decreased over the last several years, it is still considered a major tenant on the Medical Center Campus. The Harbor UCLA Professional Building houses nine clinical departments that provide a range of clinical subspecialties, a laboratory, radiology, nuclear medicine and a pharmacy. CII occupies a 23,435-square-foot facility known as its Burton E. Green Campus in the northwestern corner of the Harbor-UCLA Medical Center Campus, near the intersection of Carson Street and Normandie Avenue.

Overall, the existing layout of the Harbor-UCLA Medical Center Campus reflects its piecemeal growth over time, and the scattered, aging buildings and infrastructure have become inefficient to operate and maintain, contributing to serious logistical obstacles and service deficiencies. The Existing Hospital Tower (including the PCDC) and outpatient clinics are currently running at or near capacity, and existing facilities provide no physical room for growth. Other facility and programmatic shortfalls include a lack of on-site amenities for patients and visitors and a shortage of adequate teaching space for the medical school internship and continuing education programs.

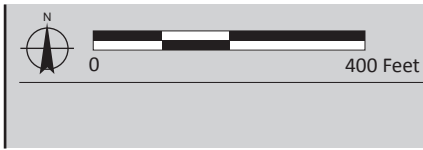
(b) Circulation and Parking

Vehicular access to the Harbor-UCLA Medical Center Campus is provided by a primary driveway on Carson Street, near the Existing Hospital Tower and a second driveway west of the primary driveway; two driveways on Vermont Avenue; five driveways along 220th Street; and one driveway on Normandie Avenue. Only the Carson Street driveways are signalized. Internal circulation on-site follows the original grid layout established on the property, with four east-west roadways and numerous short north-south connector roadways. Most interior intersections of two roadways or drive aisles are stop-sign controlled. To aid wayfinding, most of the internal roadways are named and display street name signs at intersections. In addition, most buildings or modular structures have a building number (consisting of a letter and a number) or a building name, or both, visible to drivers. However, few directory boards are located within the Medical Center Campus, and wayfinding for motorists as well as pedestrians can be confusing. Contributing to this confusion is the lack of distinctions between Medical Center Campus entrances and parking areas for Harbor-UCLA staff and those for the general public.



LEGEND

- | | | | |
|------------|----------------|-----------------------|---------------------------|
| LA BIOMED | TREATMENT | MATERIALS MANAGEMENT | CHILDREN'S INSTITUTE INT. |
| OUTPATIENT | DIAGNOSTICS | FACILITIES MANAGEMENT | LABIOMED SITE BOUNDARY |
| HOSPITAL | ADMINISTRATION | UTILITIES | PROPERTY LINE |



Existing Medical Center Campus Buildings

Harbor-UCLA Medical Center Master Plan
Source: Perkins+Will, 2012.

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Figure 2-5, *Existing Parking Supply*, depicts on- and off-site parking facilities. The larger parking lots are generally distributed along the Medical Center Campus perimeter, with smaller lots throughout the Medical Center Campus interior; parking is allowed on one or both sides of internal roadways, though incidental on-street parking also occurs in areas not officially designated as parking areas, as discussed below.

The on-site parking supply totals 2,905 spaces, which exceeds the County's parking code requirement of 2,709 spaces. Specifically, Los Angeles County Code, Chapter 122.52.1120, Hospitals, Convalescent Hospitals, Adult Residential Facilities, and Group Homes for Children, requires 2 spaces per bed, 1 space per 250 square feet for outpatient facilities, and 1 space per 400 square feet for research use. This supply includes 2,168 standard spaces and 124 American with Disabilities Act (ADA) spaces in designated surface parking lots and the new parking structure in the southeastern corner of the Harbor-UCLA Medical Center Campus, and 596 standard spaces and 17 ADA spaces along the internal streets. An additional 281 spaces (278 standard spaces and three ADA spaces) are provided in off-site parking facilities, and street parking is permitted along all or portions of the four public streets surrounding the Medical Center Campus. However, parking is not uniformly used, with parking for the Existing Hospital Tower and other facilities near the eastern end of the Medical Center Campus and along the northern perimeter experiencing severe localized shortfalls, while in other locations, designated parking for specific facilities is underused. A considerable number of makeshift parking spaces have been created along internal roadways to accommodate localized demand, though many of these areas are not designated for on-street parking. Moreover, most of the interior roadways do not provide sidewalks or curbs and pedestrians must share the roadways with vehicle traffic, adversely affecting access, including disabled access, to facilities throughout the Harbor-UCLA Medical Center Campus.

(c) Central Plant, Infrastructure, and Materials Management

A number of infrastructure systems on the Harbor-UCLA Medical Center Campus are at the end of their useful life or inadequate for current needs and require increasing maintenance or replacement. These include portions of the electrical system (normal and emergency power), which includes 40-year-old substations throughout the Medical Center Campus and some inadequate distribution systems; lighting systems, many of which are original and require replacement for reasons of energy-efficiency; security systems, which are lacking and needed to accommodate the different tenants on the Medical Center Campus; the domestic water supply system and periodically nonoperational backup water supply system, which will require upgrades to accommodate new construction under Master Plan Project buildout; no reclaimed water system infrastructure; unknown future capacity in the single wastewater main known to serve the Medical Center Campus; and an aging and fragile storm drain network and other infrastructure, facilities, and equipment that will require significant overhauling to accommodate planned Master Plan Project buildout. New construction would also require compliance with the County's Low Impact Development (LID) requirements for stormwater management. Additionally, Central Plant upgrades are needed to serve the newly expanded New Hospital Tower and related facilities. Finally, with respect to Information Technology (IT) services, there is no publicly available WIFI on the Harbor-UCLA Medical Center Campus; there is little or no documentation for underground cabling infrastructure that has developed over time; improvements to the current Voice over IP telephone infrastructure are needed; and additional data storage space may be needed.

Materials management throughout the Harbor-UCLA Medical Center Campus – encompassing everything from loading dock design to the handling and provision of medical supplies and equipment, technology,

linens, and food – also requires overhauling and centralization for reasons of efficiency and improved service delivery; waste management operations also require improvements in collection, staging, and processing, to allow for more efficiency and sustainable practices in compliance with increasingly stringent mandatory state and local regulations.

(d) Landscaping

Landscaping throughout the Harbor-UCLA Medical Center Campus is limited and discontinuous. There are several landscaped courtyards, predominantly at the western end of the Medical Center Campus, surrounding the MFI and CII buildings, and on the LA BioMed Campus, and in scattered locations in the north-central Medical Center Campus, but the remainder of the Medical Center Campus does not have a discernible landscape plan and there are very few places for patients or visitors to congregate outdoors. With the exception of the main entrance to the Medical Center Campus on Carson Street, which is planted with mature trees, shrubs, and a lawn setback, the perimeter of the Medical Center Campus does not have a coherent visual identity or connection to the surrounding community, and landscaping is lacking at secondary Medical Center Campus entrances and for long stretches of the perimeter. For the most part, the perimeter of the Medical Center Campus is demarcated with chain-link fences and concrete block walls, with limited landscape screening. The western half of the block fronting on Carson Street, a portion of the Normandie Avenue frontage, and the western two-thirds of the 220th Street perimeter are currently enclosed with chain link fence planted with bougainvillea vines, which serve as a low, partial buffer along the public streets. The side of the Medical Center Campus has portions of open fence and solid concrete block wall framing both sides of the entry. The Vermont Avenue frontage, adjacent to the new parking structure and Existing Hospital Tower parking lot, and the corner of the Medical Center Campus at Carson Street and Vermont Avenue, are the most heavily landscaped portions of the Medical Center Campus perimeter, with mature trees and a landscape setback from the sidewalk. There are no landscaped parkways or street trees along any of the Medical Center Campus street frontages.

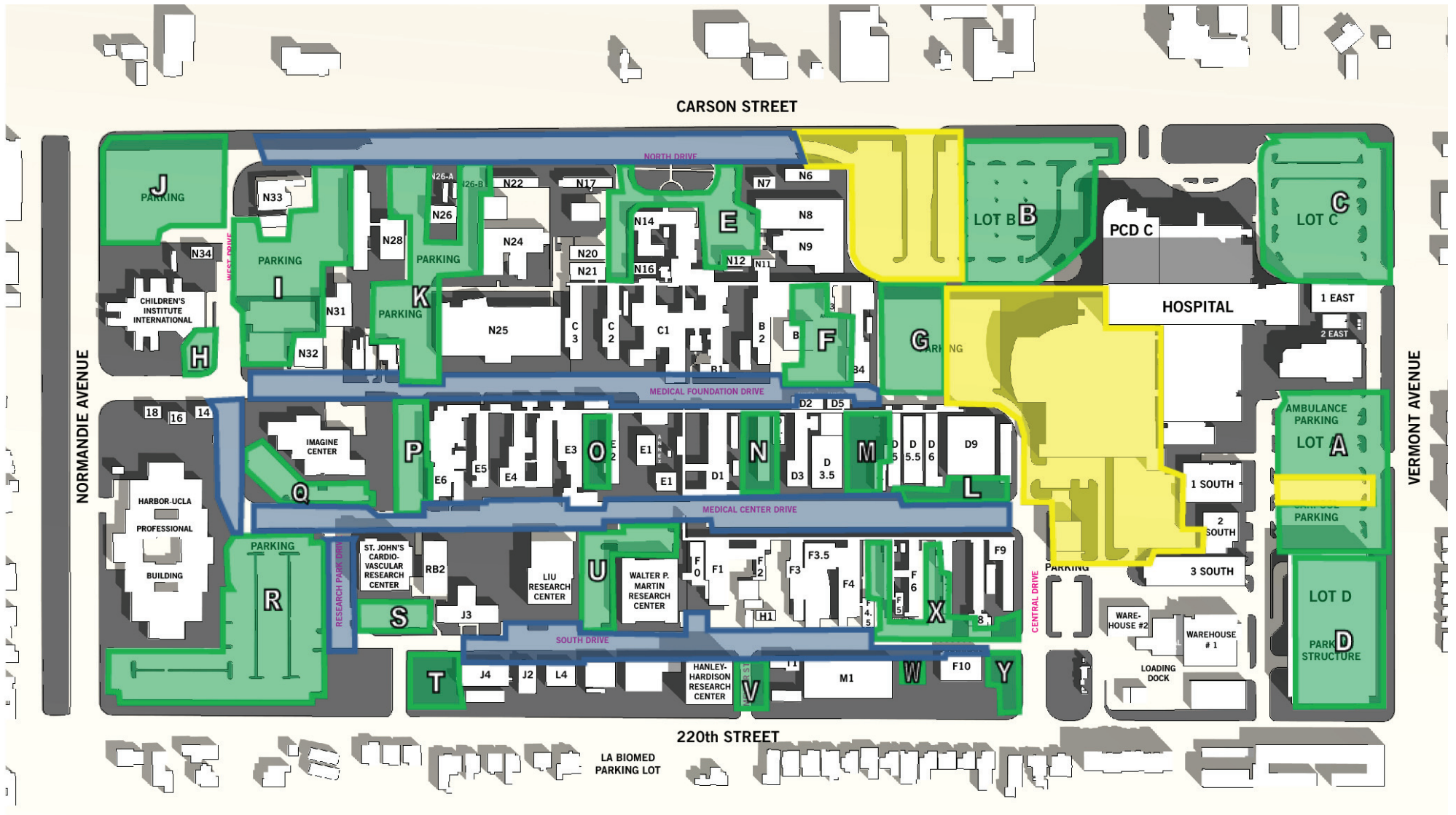
D. PLANNING AND ZONING

The Harbor-UCLA Medical Center Campus is designated for Public and Semi-Public use in the Los Angeles County General Plan, and has a zoning designation of C-3 (Unlimited Commercial). The C-3 designation allows a broad range of commercial uses and allows the maximum floor:area ratio (FAR) of 0.5:1. The Existing Hospital Tower and ancillary uses on the Medical Center Campus are consistent with the current zoning. In addition, the eastern two-thirds of the Medical Center Campus is designated as a Transit Overlay District (TOD) due to proximity to the Metro Transit Station at Carson Street approximately 0.10 miles to the east, adjacent to the Harbor Freeway. The purpose of the TOD zone designation is to create a pedestrian-friendly and community-serving uses near transit stops that encourage walking, bicycling, and transit use.

E. STATEMENT OF PROJECT OBJECTIVES

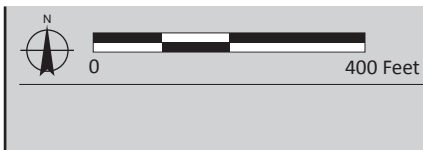
Section 15124(b) of the State CEQA Guidelines requires that an EIR Project Description contain a statement of objectives for the proposed project and recommends that the statement of objectives include the underlying purpose of the project.

The overall goal of the Master Plan Project is to redevelop the County-owned Harbor-UCLA Medical Center Campus to support a modern, integrated healthcare delivery system. It will provide a New Hospital Tower to replace the acute care functions in the Existing Hospital Tower before the state law deadline to meet seismic



LEGEND

- OFF-STREET PARKING
- ON-STREET PARKING
- CONSTRUCTION ZONE (PARKING UNAVAILABLE)



Existing Parking Supply

Harbor-UCLA Medical Center Master Plan
 Source: Perkins+Will, 2012.

FIGURE
2-5

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standards for critical trauma/tertiary acute care services so that the South Bay service region and the County seamlessly retain this key link in the County-wide trauma hospital safety net which features biomedical research and development facilities and integrates inpatient and outpatient services in a renovated and expanded setting.

The goal is supported by the following Master Plan Project objectives:

1. Secure timely compliance with the Alquist Hospital Facilities Seismic Safety Act (also known as Senate Bill [SB] 1953) to maintain critical trauma services in the South Bay service region of the County of Los Angeles, which requires replacement of the current tertiary acute care Existing Hospital Tower and other essential supporting facilities with upgrades/replacement before January 1, 2030.
2. Support the renovation of existing healthcare facilities to implement the County's strategy to respond to the Affordable Care Act of 2010 and modernize and integrate healthcare delivery and update facilities to modern standards by constructing new buildings and repurposing/remodeling existing buildings on the campus to improve operational efficiencies, resolve existing deferred maintenance issues, and consolidate inpatient and outpatient services in dedicated buildings, to optimize the quality of care and operational effectiveness while reducing administrative, operational and maintenance costs.
3. Provide for a fundamental reorganization, expansion, and integration of outpatient services with the specific goals of being a) more community-based and patient-centered, b) more efficient, and c) configured to include clear wayfinding and pedestrian walkways;
4. Plan renovation and appropriate new medical campus construction for a mix of inpatient, outpatient, and supporting facilities to respond to healthcare needs in the South Bay service region, based on the Harbor-UCLA Medical Center Master Plan Project's current services and market projections for the planning horizon.
5. Provide opportunities for development up to 250,000 square feet of new Bioscience Tech Park uses and support facilities, as well as up to 225,000 square feet of expanded LA BioMed facilities.
6. Encourage a vibrant, mixed-use setting that supports the continuing Harbor-UCLA mission of clinical care, education, and research as well as the provision of modernized facilities for existing and future tenants of the Medical Center Campus.
7. Achieve optimum public utilization of land and buildings under the ownership and control of the County and maintain flexibility to respond to future shifts in medical care and technology.
8. Develop the campus in ways that do not compromise environmental quality, social equity, or economic opportunity for future generations by: a) creating durable, adaptable green infrastructure and buildings, promoting resource-efficient transportation solutions, and seeking climate-positive outcomes, b) establishing goals to reduce net greenhouse gas emissions, including: energy, buildings and land use, transportation, water and waste, and c) accommodating changing sustainable design practices, from current standards to a future vision for a "Regenerative Campus."

F. DESCRIPTION OF THE PROPOSED PROJECT

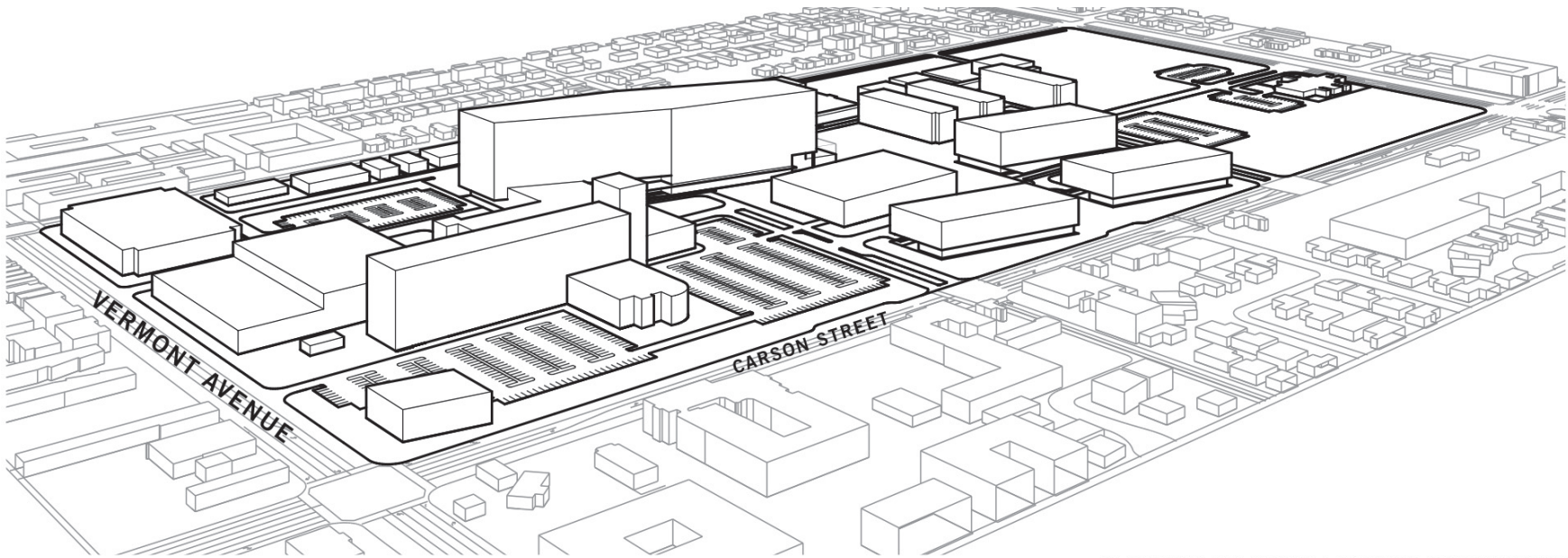
1. Project Characteristics

Proposed Master Plan Project components include the following: (1) a New Hospital Tower; (2) new and renovated outpatient care facilities (to be provided in new outpatient buildings and in portions of the renovated Existing Hospital Tower); (3) other services and facilities, including administrative office, warehouse/storage areas, day care, limited commercial services (e.g., coffee stand, sundry shop); (4) long-term buildout of the LA BioMed Campus; (5) new Bioscience Tech Park; and (6) Medical Center Campus support facilities, including new and renovated infrastructure, utilities, parking, roadways, and pedestrian and bicycle circulation improvements. These proposed uses are itemized in **Table 2-1, Harbor-UCLA Master Plan Project Existing and Proposed Land Use Summary**, below. The major design principles underlying the Master Plan Project include organizational clarity, community interaction, the creation of an iconic identity for a replacement hospital, pedestrian and wellness features, and development flexibility. **Figure 2-6, Harbor-UCLA Medical Center Master Plan Project Site Plan**, illustrates the proposed conceptual layout of existing buildings to be retained and proposed new development, the pedestrian circulation network, vehicular access and circulation, parking, and landscaping. **Figure 2-7, Master Plan Project Massing Diagram**, depicts the programmed locations of proposed uses at Master Plan Project buildout. As future buildings are developed, the distribution of programmed uses would be revised as needed.

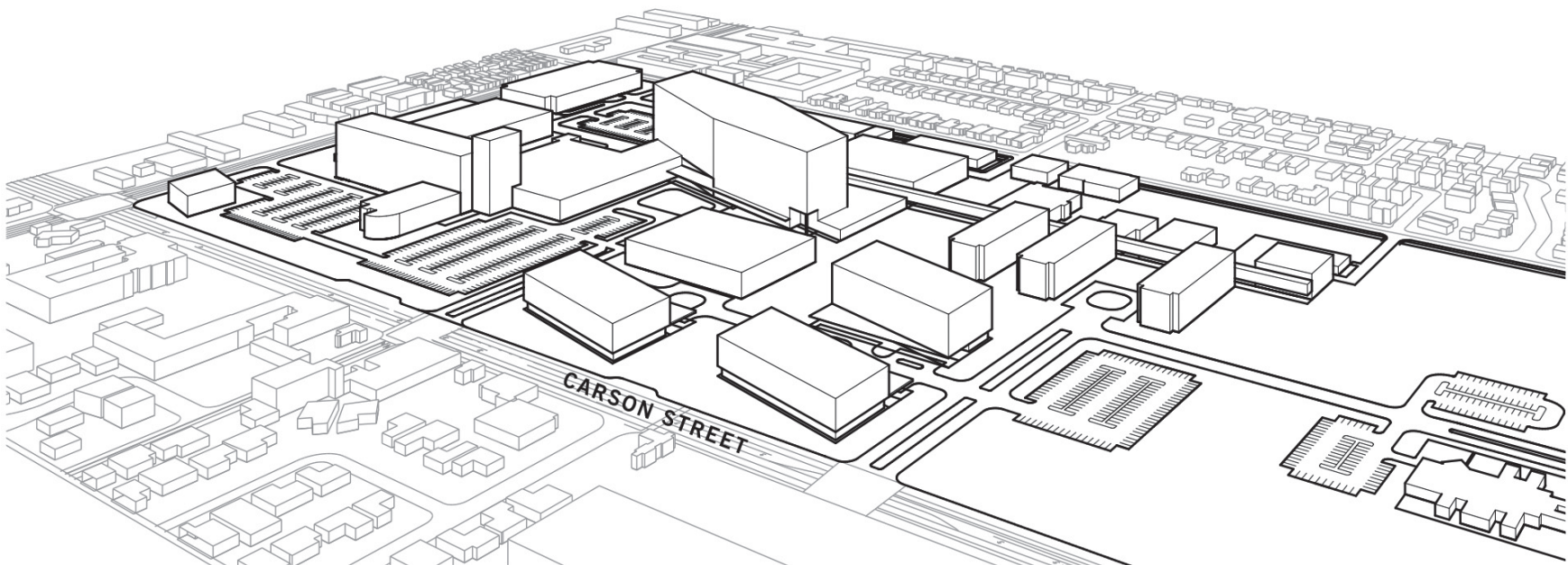
The Project assumes a total of approximately 2,457,355 square feet of developed floor area on the Harbor-UCLA Campus, an increase of approximately 1,178,071 square feet over the existing approximately 1,279,284 square feet. This increase is due largely to the development of a new hospital tower, three new outpatient buildings, and the Bioscience Tech Park. The campus-wide floor:area ratio (FAR) would increase from 0.40:1 to 0.78:1. The number of licensed in-patient hospital beds would decrease slightly from 453 to 446. New buildings would be up to four stories in height compared to the existing buildings, which are predominantly one story; the tallest existing on-site building (the existing eight-story Hospital Tower) would be retained and a second eight-story building (New Hospital Tower) would be constructed. Campus-wide parking would increase from 3,186 spaces (including 281 spaces in an off-site parking lot) to 4,240 spaces (including spaces in the Bioscience Tech Park and in the off-site parking lot), due largely to the replacement of several on-site surface parking lots with three- to five-level parking structures. The number of Campus-wide employees would increase from approximately 5,464 to approximately 7,494.

(a) Proposed Medical Center Campus Organization

The Master Plan Project proposes to locate related uses in proximity to one another, connected by a network of walkways and landscaped areas. The most publicly accessible zones, including commercial and community-oriented services, would be located along the northern edge of the Medical Center Campus fronting on Carson Street, with staff and support services located in the southern half of the Medical Center Campus. The New Hospital Tower is intended to be the tallest, most visible building on the Medical Center Campus, and therefore its primary focal point, signaling its location to visitors and identifying the Harbor-UCLA Medical Center Campus to the community. The LA BioMed Campus would continue to occupy the southern-central part of the Medical Center Campus, fronting on 220th Street. The CII Burton E. Green Campus will remain in the northwestern corner of the Medical Center Campus at the intersection of Carson Street and Normandie Avenue, but the remainder of the western end of the Medical Center Campus would be retained for the proposed Bioscience Tech Park, potentially beyond the approximate 2030 Master Plan Project buildout horizon. Until such time as programmatic needs for that portion of the Medical Center Campus are defined, it would be developed with open space, surface parking, and other short-term uses, as needed.



MASSING DIAGRAM LOOKING SOUTHWEST



MASSING DIAGRAM LOOKING SOUTHEAST

Note: Plans shown are conceptual and representative of planned buildout of the Harbor-UCLA Medical Center Campus, subject to refinement during design development for specific building sites.



Master Plan Project Massing Diagram

Harbor-UCLA Medical Center Master Plan
Source: Perkins+Will, 2012.

FIGURE
2-7

**Table 2-1
Harbor-UCLA Master Plan Project
Existing and Proposed Land Use Summary**

Land Use ^a	Existing		To Be Demolished		Proposed New Construction			Master Plan Project at Interim Year 2023 (Existing – Demolition + New)			Master Plan Project at Buildout 2030 (Existing – Demolition + New)		
	HUCLA	LA BioMed	HUCLA	LA BioMed	HUCLA	LA BioMed ^b	Bioscience Tech Park	HUCLA	LA BioMed ^b	Bioscience Tech Park	HUCLA	LA BioMed ^b	Bioscience Tech Park
Administrative Office	23,435	-	-	-	-	-	-	52,635	-	-	130,635	-	-
Day-Care Center	4,360	-	-	-	-	-	-	4,360	-	-	4,360	-	-
Central Utilities/Industrial /Infrastructure	112,719	-	102,434	-	118,920	-	-	118,920	-	-	129,205	-	-
Hospital/Inpatient	648,810	-	167,255	-	955,100	-	-	648,810	-	-	1,202,655	-	-
Hospital Beds	453	-	453	-	446	-	-	453	-	-	446	-	-
Library	22,500	-	22,500	-	-	-	-	22,500	-	-	-	-	-
Medical Office/Outpatient	327,304	-	327,304	-	324,500	-	-	338,700 ^c	-	-	480,500 ^d	-	-
Biomedical Research & Development	-	94,754	-	94,754	-	225,000	250,000	-	112,500	125,000	-	225,000	250,000
Warehouse/Storage	45,402	-	45,402	-	-	-	-	45,402	-	-	-	-	-
Retail	-	-	-	-	35,000	-	-	-	-	-	35,000	-	-
TOTAL:													
NET NEW		1,279,284		759,649			1,908,520			1,400,425			2,457,355
										121,141			1,178,071

^a Square footages do not include parking structures or surface parking areas.

^b The total development for the LA BioMed Campus represents net new square footage anticipated to be developed on the 11.4-acre LA BioMed Campus leasehold within the HUCLA Medical Center Campus within the timeframe of HUCLA Master Plan buildout. In addition, the development of 70,700 net new square feet of floor area on the LA BioMed Campus, intended to consolidate existing LA BioMed facilities elsewhere on the HUCLA Medical Center Campus, was approved in September 2014 through separate County environmental review.

^c Total Medical Office Uses at Interim Year 2023 includes 227,500 square feet of medical office uses for the Outpatient Mental Health Building and Outpatient Building A, as well as 111,200 square feet of modular medical office space (constructed in Phase M) that would be removed from the Medical Center Campus during Phase 6 and thus is not included in the Medical Office totals at Project buildout.

^d Medical Office space at Project buildout would include 227,500 square feet of medical office uses for the Outpatient Mental Health Building and Outpatient Building A, 97,000 square feet for Outpatient Building B, and 156,000 square feet of medical office, campus support and other “back of house” uses within the renovated Existing Hospital Tower, less 111,200 square feet of modular medical office space placed on-site during Phase M.

Source: PCR Services Corporation, 2015

(b) New Hospital Tower and Inpatient Care Facilities

A New Hospital Tower will be constructed as part of the Master Plan Project and will house the acute care functions that previously existed in the Existing Hospital Tower. As shown in Table 2-1, the New Hospital Tower/inpatient facilities would contain a total floor area of approximately 1,202,655 square feet and 446 staffed patient beds, interventional services, and an inpatient imaging department at Project buildout. Similar to the Existing Hospital Tower, the total number of budgeted/staffed inpatient beds in the New Hospital Tower would be 379 beds, or approximately 85% of the 446 licensed beds. The New Hospital Tower will be constructed to meet increasing state law seismic requirements for acute care facilities as mandated by SB 1953.

The Existing Hospital Tower will be decommissioned before January 1, 2030 due to the SB 1953 mandates that acute care services can no longer be provided in buildings built before 1973. Changes for the Existing Hospital Tower will be discussed in the section below.

(c) Existing Hospital Tower and Outpatient Care Facilities

The Existing Hospital Tower and PCDC department would be retained and used for outpatient and hospital support, outpatient imaging, administrative offices, and other related uses. An additional 156,000 square feet of medical office and other outpatient services would also be accommodated in the renovated Existing Hospital tower. Renovation of the 1963 portions of the Existing Hospital tower by repurposing the building for non-acute care and other activities, including administrative office, outpatient services, storage and other Medical Center Campus support services would comply with this requirement since the Existing Hospital Tower would no longer require licensing as an acute care facility. This action would not affect the newer portions of the Existing Hospital Tower, including the PCDC and new Replacement Project facilities, which added 190,000 square feet of outpatient clinical space between 2010 and 2013.

To improve operational efficiency, proposed outpatient services would be clustered in an outpatient “zone” in up to three outpatient buildings occupying a total floor area of approximately 324,500 square feet at Project buildout, including medical offices, primary and specialty medical clinics, classrooms, labs, a library, and outpatient imaging including MRI and CT, as well as mental health and social services. Two temporary modular outpatient buildings totaling 111,200 square feet would be placed on the Medical Center Campus following demolition of various existing structures during the initial phases of Project implementation in order to allow outpatient services to continue to be provided on the Medical Center Campus until later phases when permanent outpatient buildings are completed as discussed under subsection G, Construction Phasing, of this chapter. The outpatient buildings would also have allocated space for other program uses including community support functions.

Other new facilities would total approximately 62,795 square feet and provide space, for example, for meetings, wellness training, post-medical care, nutrition classes, and similar uses. These uses could be located in a new two-story building or in the ground floors of the new outpatient building(s), the renovated lobby of the Existing Hospital Tower and/or at ground levels of the new parking structures. Medical Center Campus support facilities including a Central Plant (heat and cooling), water treatment, warehouses/material management, a new Southern California Edison (SCE) electrical substation, and loading dock would total approximately 129,205 square feet. The proposed new SCE substation would require installation of a new, approximately two-mile-long 66-kV circuit connection to an existing off-site SCE substation east of the Medical Center Campus. The new circuit would be installed on above ground

power poles along existing public street rights-of-way, starting on Grace Avenue near the existing substation and proceeding east down 223rd Street, and would be undergrounded between the intersection of Vermont Avenue and 223rd Street and the Harbor-UCLA Medical Center Campus to connect to the proposed new substation. The new circuit would result in the installation 46 replacement and new power poles along the proposed route. Trenching and other construction activities related to the new circuit would occur within the public right-of-way on the affected roadways, while construction of the new substation would occur near the new Central Plant area within the Medical Center Campus, and would take approximately 24 months to complete.

(d) Technology Systems

Medical Center Campus technology systems would be upgraded to allow for the County's migration to a County-wide Electronic Medical Record. A Technology Equipment Room (TER) would be located within the Central Plant adjacent to 220th Street. This site would have power and cooling to support the equipment in the TER. The TER would be approximately 2,000 square feet (assuming the County houses its Electronic Medical Record systems in one or more off-site enterprise Data Centers) and would be supported by dedicated generator-backed Uninterruptible Power Supplies (UPSs), specifically designed cooling, and augmented fire protection systems. Associated space for a Network Operations Center of approximately 200 square feet plus sufficient storage, burn-in/maintenance and other support spaces would be provided adjacent to the TER.

The Medical Center Campus technology system would be designed to support remaining facilities while parts of the Medical Center Campus would be demolished and/or repurposed through phasing of construction. Phasing of construction would ensure that the technology infrastructure and support spaces are constructed at the appropriate point of each stage of work, taking advantage of modular design principles to minimize investment in the full build-out of these spaces until they are needed.

(e) Materials and Waste Management

The Project would incorporate new Materials and Waste Management facilities, including (1) a Materials Management Storeroom, (2) a Loading Dock, and (3) a Waste Management Center. The new loading dock and Waste Management Center would be located at the back of the New Hospital Tower, with the new storeroom located on the lower level of the tower. This location would be in proximity to the majority of the Harbor-UCLA Medical Center Campus's inpatient operations, which require more supplies and linens and generate the greatest volume of medical waste. The new storeroom would replace the functions of the existing Warehouse #1 and #2 functions. Outgoing shipping would occur at the new storeroom and all supplies delivered to the new dock, would be received and stored in the new storeroom building. Supplies would be distributed to the New Hospital Tower, Surgery and Emergency Room Replacement Project, Outpatient buildings and all other ancillary departments from this centralized location. The storeroom would include bulk supply holding, small unit of measure supply holding, secure stores, appropriate warehouse management software, computers and work stations. The new storeroom and loading dock would support all departments and buildings. Supplies and clean linen would be distributed from the storeroom, and all waste and soiled linen would be returned to the loading dock/Waste Management Center.

(f) Biomedical Research Facilities

(1) Bioscience Tech Park

The Harbor-UCLA Medical Center Master Plan Project proposes the development of up to 250,000 square feet of new biomedical research facilities, collectively referred to as the Bioscience Tech Park, on the western end of the Medical Center Campus (refer to Figure 2-6 for the location of the Bioscience Tech Park within the larger Harbor-UCLA Medical Center Campus). Bioscience Tech Park facilities would be physically separated from, and not affiliated with, LA BioMed Campus facilities. It is assumed that development of the Bioscience Tech Park would be implemented over an approximately 10-year period between 2020 and Master Plan Project buildout in 2030, and would consist of multiple buildings and associated surface and structured parking. It is further assumed, for the purposes of the analysis presented in this Draft EIR, that approximately 50 percent of the Bioscience Tech Park, or approximately 125,000 square feet, would be constructed by the year 2023, with the remainder constructed by 2030.

(2) LA BioMed Campus

LA BioMed's programs and approximately 700 full-time and part-time employees have historically been housed in scattered buildings throughout the central portion of the Harbor-UCLA Medical Center Campus. LA BioMed is currently in the process of consolidating its operations within an 11.4-acre leasehold campus (LA BioMed Campus) encompassing the south-central portion of the larger Harbor-UCLA Medical Center Campus, fronting on 220th Street. The new LA BioMed Campus is currently developed with 20 existing buildings ranging in age, including four buildings already constructed by LA BioMed. LA BioMed is undertaking additional near-term improvements on its campus, including the construction of two new buildings, renovation of an existing building, and demolition of three existing buildings, for an overall net increase of approximately 70,700 square feet of developed floor area within the LA BioMed campus. The majority of LA BioMed employees are already housed on its campus and no net increase in the number of LA BioMed employees, research personnel, or visitors are proposed as part of the consolidation of its operations. Construction of these near-term improvements is expected to be completed in the first half of 2017, pending final County approvals. These near-term improvements were the subject of separate review by the County completed in 2014 and are not part of the Harbor-UCLA Medical Center Master Plan Project.

However, to accommodate future expansion of LA BioMed programs, the Master Plan Project anticipates construction of up to 225,000 square feet of additional floor area on the LA BioMed Campus as part of Project buildout, which is addressed in this Draft EIR. Moreover, as LA BioMed consolidates operations on its new 11.4-acre campus, it will vacate buildings it currently occupies elsewhere on the Harbor-UCLA Medical Center Campus. These buildings, totaling approximately 95,000 square feet, and their ultimate disposition (i.e., demolition and replacement with new facilities), are also considered part of the Master Plan Project and are addressed in this Draft EIR. It is assumed for the purposes of the analysis in this Draft EIR that up to 50 percent of LA BioMed's projected expansion (or approximately 112,500 square feet) would be constructed by 2023, with the remainder constructed by Master Plan Project buildout in 2030.

(g) Circulation and Parking

Master Plan Project implementation would create clear distinctions between Harbor-UCLA Medical Center Campus access and on-site circulation and parking facilities for the general public and staff. Staff entries and parking would be located in the southeastern corner of the Medical Center Campus, while access for the public would be provided on Carson Street along the northern perimeter. Vehicular access would be

improved by the addition of a new signalized public entrance on Carson Street and one additional unsignalized staff entrance on Vermont Avenue. Sidewalk connections to the public transit system would continue to be provided, and on-site sidewalks would be added along the primary routes on the Medical Center Campus between the main parking areas and the New Hospital Tower and Outpatient buildings. Circular pick-up/drop-off loading zones would be provided at the main entrances to each of the New Hospital Tower and Outpatient buildings. A comprehensive signage and wayfinding plan would be developed to aid visitors and patients in finding ultimate destinations and parking intended for those uses. The Master Plan Project would provide sufficient parking to meet or exceed the County's minimum code parking requirement. Proposed access and parking are illustrated in **Figure 2-8**, *Vehicular Circulation Plan*.

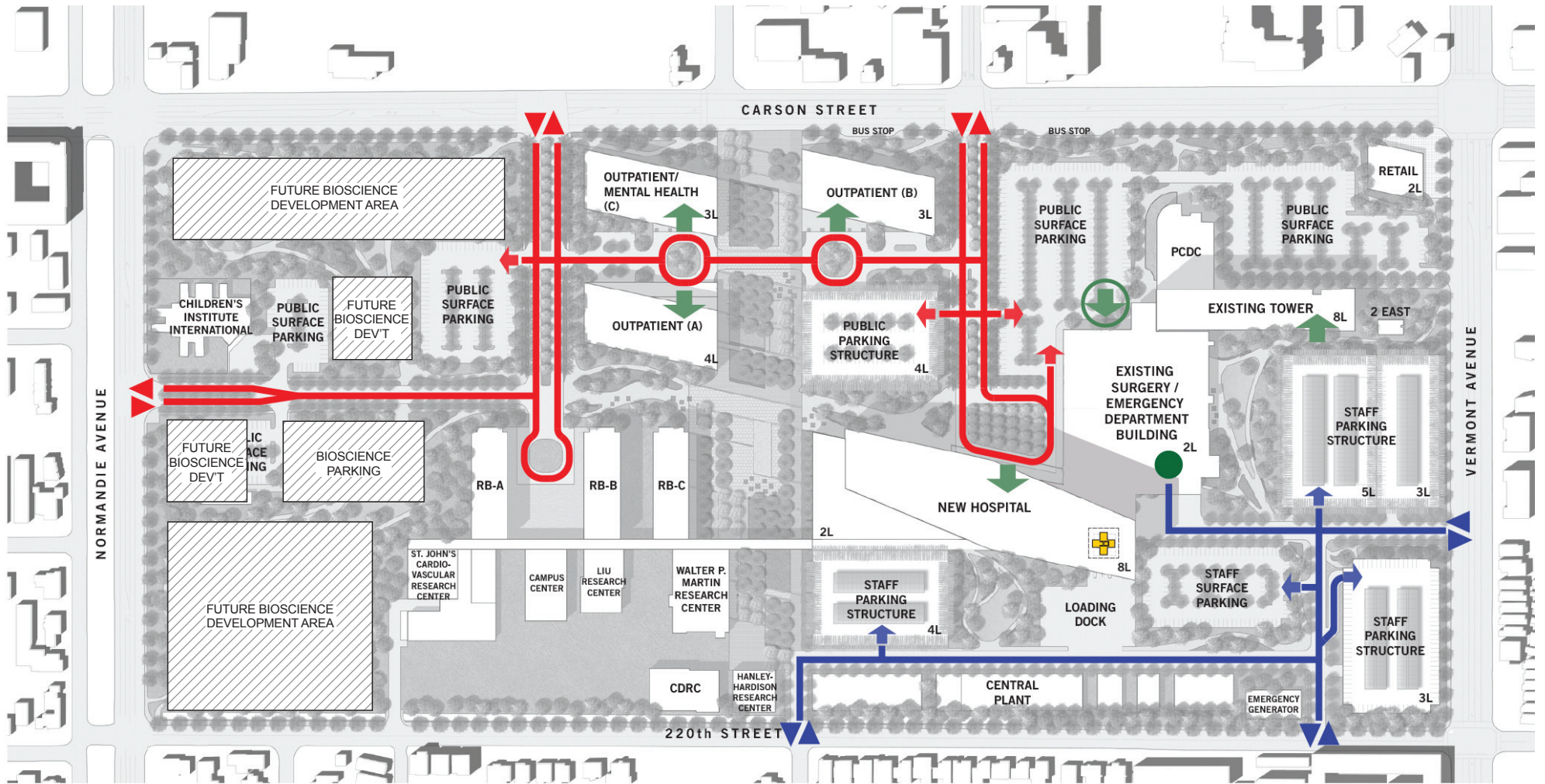
(h) Landscaping and Public Art

A continuous pedestrian circulation network is planned as part of the Master Plan Project which would provide connectivity throughout the Medical Center Campus and shared use by the general public and staff. Several north/south walks and promenades would connect the center of the Medical Center Campus with the public edge along Carson Street, while a comprehensive network of walks and trails would direct pedestrians east/west through the Medical Center Campus. The planned pedestrian circulation system would allow for direct access between parking areas and facilities, with a secondary system connecting courtyards and plazas. **Figure 2-9**, *Pedestrian Circulation Plan*, illustrates the proposed pedestrian circulation plan.

The Landscape Master Plan, which is included in the Harbor-UCLA Medical Center Campus Master Plan, would provide a campus-like setting where the use of landscape would help reduce dependency on natural resources by capturing and cleaning stormwater runoff and shading buildings to help reduce cooling demands, which is consistent with the County's Low Impact Development (LID) strategies and requirements as well as the sustainability principles of the Harbor-UCLA Medical Center Campus Master Plan. Landscaped outdoor spaces would accommodate active social gatherings and passive gardens for contemplation and relaxation. Landscaped areas for exercise would be provided to serve staff and educate the public regarding preventative healthcare.

The Landscape Master Plan recommends the planting of a landscape buffer using 35-foot to 45-foot-tall evergreen/semi-evergreen trees along the Harbor-UCLA Medical Center Campus perimeter that includes trees lining the Medical Center Campus street frontages and major landscape groupings identifying entrances to the Medical Center Campus. The two main entries off Carson Street will be highlighted using a mix of palm trees and flowering deciduous trees. Throughout the Medical Center Campus interior, the Master Plan Project proposes landscaped courtyard gardens and plazas and a network of walkways or trails that form a continuous circulation system, allowing staff and guests to reach their destinations with minimized opportunities for pedestrian/vehicular conflicts. A number of existing mature ornamental (non-native) specimen trees are proposed to be salvaged and relocated within the Medical Center Campus, as visual accents and to provide shade in the western portion of the Campus and within new courtyards and garden areas east and west of the proposed new central spine. **Figure 2-10**, *Landscape Master Plan*, depicts the proposed landscape program.

Master Plan Project implementation would include a public art program in accordance with the County's art policy that provides for civic art in capital improvement projects. Visitors can benefit from the role of art in the creation of successful and engaging public spaces, wayfinding, and providing opportunities for education and learning.



LEGEND

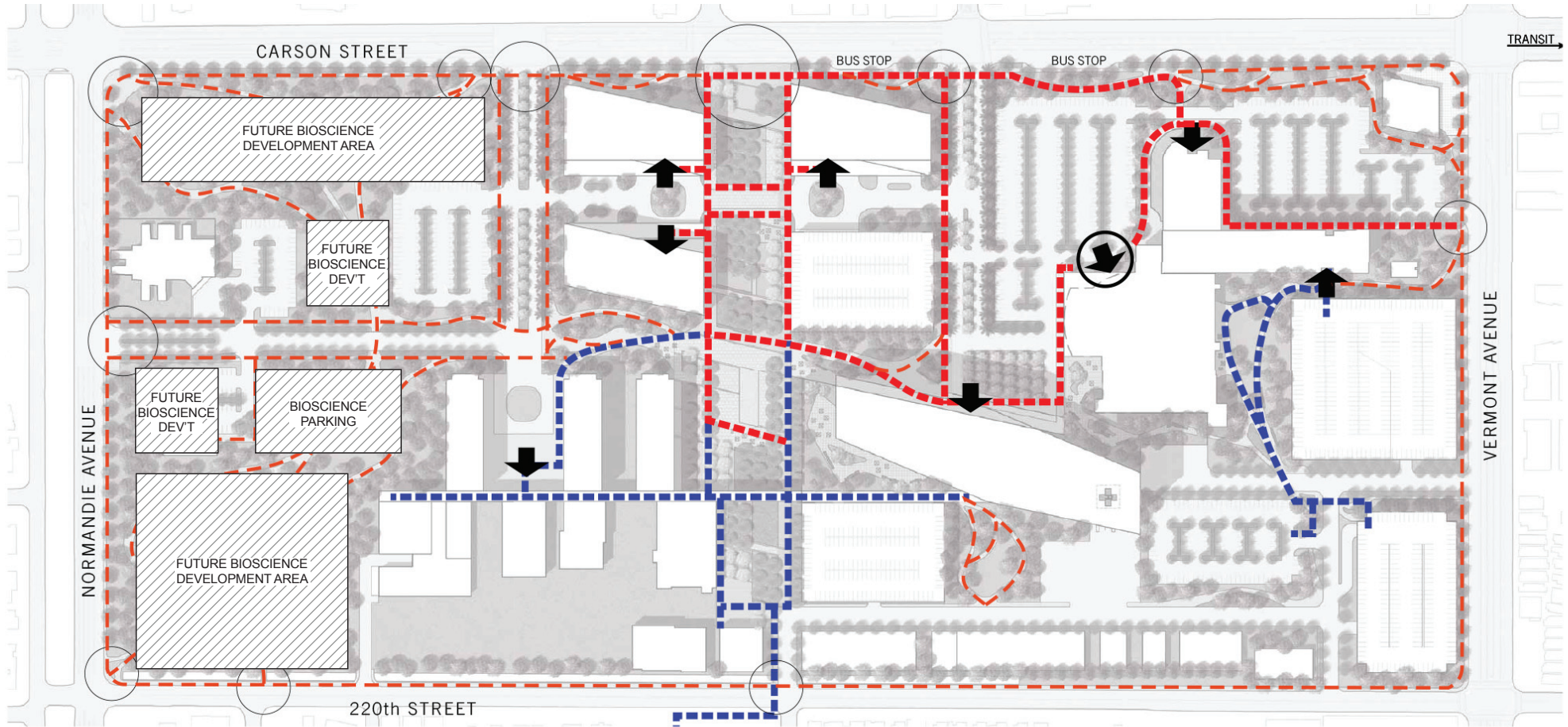
- ▶ PUBLIC ENTRY/EXIT TO CAMPUS ▶ STAFF ENTRY/EXIT TO PARKING — PRIMARY PUBLIC VEHICULAR CIRC.
- ▶ STAFF ENTRY/EXIT TO CAMPUS ➔ MAIN BUILDING ENTRANCE — PRIMARY STAFF VEHICULAR CIRC.
- ▶ PUBLIC ENTRY/EXIT TO PARKING Ⓢ PUBLIC EMERGENCY ENTRANCE ● AMBULANCE EMERGENCY ENTRY

Note: Plans shown are conceptual and representative of planned buildout of the Harbor-UCLA Medical Center Campus, subject to refinement during design development for specific building sites.









Vehicular Circulation Plan

Harbor-UCLA Medical Center Master Plan
Source: Perkins+Will, 2012.



LEGEND

-  MAIN BUILDING ENTRANCE
-  PUBLIC EMERGENCY ENTRANCE
-  CAMPUS ENTRIES
-  PRIMARY PUBLIC PEDESTRIAN CIRCULATION
-  PUBLIC PEDESTRIAN CIRCULATION
-  PRIMARY STAFF PEDESTRIAN CIRCULATION

Note: Plans shown are conceptual and representative of planned buildout of the Harbor-UCLA Medical Center Campus, subject to refinement during design development for specific building sites.



Pedestrian Circulation

Harbor-UCLA Medical Center Master Plan
Source: Perkins+Will, 2012.

FIGURE
2-9



Note: Plans shown are conceptual and representative of planned buildout of the Harbor-UCLA Medical Center Campus, subject to refinement during design development for specific building sites.



Landscape Master Plan

Harbor-UCLA Medical Center Master Plan
Source: Perkins+Will, 2012.

FIGURE
2-10

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(i) Sustainability

Long-term sustainability is an important principle guiding the Master Plan Project. The current County policy requires LEED Silver-level certification, or the equivalent, for any public facility over 10,000 square feet in floor area. Green building practices would be integrated into all building design, construction, and operation and would be integrated with Medical Center Campus infrastructure and include integrated stormwater and wastewater treatment. Sustainability criteria include: (1) green building metrics, (2) reduction of energy demand, (3) reduction of thermal energy needs, (4) water balance, and (5) use of healthy building materials. As the Master Plan Project is implemented, one or more of the following systems would be used for environmental performance certification.

- LEED for Healthcare Rating System/Green Guide for Healthcare: Medical Center Campus Buildings are designed to meet the requirements of the USGBC's LEED for Healthcare, Silver certification and incorporates LEED Pilot credits on healthy materials selection.
- LEED Application Guide for Multiple Buildings and On-Campus Building Projects: Utilize to exploit economies of scale and the unique challenges and opportunities inherent in Medical Center Campus projects.
- Living Building Challenge: Achieve a majority of “petals” of the International Living Building Institute’s Living Building Challenge 2.0.
- 2030 Challenge: Goals of each project to meet the 2030 Challenge relative to reduction requirements for the year constructed.
- Targeting 100!: Utilize tools and approaches from research to meet the 2030 Challenge for the Medical Center Campus.

2. Existing Building Disposition

In order to accommodate the proposed new facilities, circulation, and open space, many of the existing original and older buildings would be removed. This includes all of the original WWII barracks and modular structures. However, several existing buildings would remain, including the Existing Hospital Tower, which would be renovated and repurposed for outpatient services and support and administrative functions, and would also contain the renovated lobby. Other major facilities to remain include the PCDC and the CII Burton E. Green Campus building at the western end of the Medical Center Campus. The Medical Center Campus’ emergency generator would also remain in its current location.

Additional buildings to be removed include the Harbor-UCLA Professional Building and the Imaging Center at the western end of the Medical Center Campus, Parlow Library, Warehouses #1 and #2, the Central Plant, and smaller support buildings located throughout the Harbor-UCLA Medical Center Campus. A summary of the existing buildings to remain and to be removed is provided in **Table 2-2, Disposition of Existing Buildings**.

G. CONSTRUCTION PHASING

Although the actual timing and phasing of construction projects comprising the Master Plan Project has not been precisely determined, it is reasonably anticipated that buildout would occur in eight main phases (Phases M, C, and 1 through 6), culminating in approximately 2030. In order to make space for new development and to upgrade existing buildings, Master Plan Project implementation would

Table 2-2

Disposition of Existing Buildings

Existing Buildings to Remain	Square Feet
Existing Hospital Tower (to be re-used for outpatient support and administration)	234,000 square feet
Primary Care and Diagnostics Center	57,555 square feet
Surgery and Emergency Room Replacement Project	190,000 square feet
Children's Institute International	23,435 square feet
Cooling Towers	3,750 square feet
Emergency Generator	6,535 square feet
Child Care Center (off-site)	4,360 square feet
Existing Buildings to Be Removed	Square Feet
Phase M: Buildings N6, N7, N8, N9, N11, N12	11,578 square feet
Phase M: Buildings F4.5 Trailer, F5, F5 Trailer, F6, F7, F8, F9, F9 Annex	23,452 square feet
Phase 1: Buildings B1, B2, B2 West, B3, B3 Annex, B4, B4 Annex, C1, C1 Annex, C2, C3, N14, N16, N17, N18, N20, N21	75,828 square feet
Phase 1: D2 Annex, D5 Annex	2,962 square feet
Phase C: Buildings F10, M1, T1	8,007 square feet
Phase C: Buildings D2.5, D3, F2, H1	9,661 square feet
Phase C: Storage Containers	3,200 square feet
Phase 3: Buildings D3.5, D4, D4.5, D5, D5.5, D6, D6 Ramp Office, D9, F3, F3.5, F4, F9, F9 Annex	44,128 square feet
Phase 5: Existing Hospital Tower North and South Wings	167,255 square feet
Phase 5: Parlow Library	22,500 square feet
Phase 5: Building 1 East	6,600 square feet
Phase 5: Building 2 East	1,500 square feet
Phase 5: Building 1 South	9,850 square feet
Phase 5: Building 2 South	5,385 square feet
Phase 5: Building 3 South	12,240 square feet
Phase 5: Building Warehouse 1/Central Plant	37,075 square feet
Phase 5: Building Warehouse 2	5,127 square feet
Phase 6: Hazardous Materials Storage, Paint Shop, Buildings N22, N24, N25, N26, N26A Trailer, N26B Trailer, N26C, N28, N31, N32, N33, N34, 14, 16, 18, Imaging Center, Storage Containers	102,434 square feet
Phase 6: Harbor-UCLA Professional Building	54,087 square feet

Source: PCR Services Corporation, 2016.

result in the demolition of existing buildings as set forth in Table 2-2. Construction activities associated with each Project phase would include demolition, excavation and/or grading, construction, and building finishing. Material storage and equipment staging areas would be located on-site, while permitted. Shuttle service for construction workers for transportation between off-site parking areas and the Medical Center Campus temporary construction worker parking would be provided either on-site or at one or more off-site facilities, the specific location(s) of which would be determined prior to the start of individual construction phases. The location of off-site parking areas would be limited to off-street lots or parking structures in the Project vicinity with adequate capacity to accommodate the parking demands of both the existing uses at each respective location and the demands of construction worker vehicles such that parking shortages do not occur. No on-street construction worker parking, material storage, or equipment staging outside the Medical Center Campus would be provided by Harbor-UCLA during construction activities.

The following discussion defines the anticipated phases and associated durations of Master Plan Project implementation. Although specific Master Plan Project components to be constructed in each phase are subject to change over time as circumstances dictate, the proposed phasing serves to define the maximum acreage that can be disturbed and the maximum developed floor area that can be constructed at one time, for purposes of properly evaluating the associated impacts on air quality, noise, traffic and parking, and other resources. This allows flexibility in the construction of specific facilities over time while still ensuring that all associated impacts are adequately evaluated pursuant to CEQA.

Phase M

A preliminary phase of the Master Plan Project would involve the demolition of existing medical office buildings, as previously noted in Table 2-2 for Phase M. In addition, this phase would also entail the placement of two temporary, modular medical office buildings on the Medical Center Campus in order to maintain outpatient services while permanent buildings are being constructed during subsequent phases. These temporary buildings would be removed from the Medical Center Campus during Phase 6 of Project implementation (see discussion on the following pages) following completion of Outpatient Building B. Phase M is anticipated to be implemented over the course of a single year beginning in approximately 2017.

Phase C

Demolition of existing medical office uses and storage containers would occur during Phase C as shown above in Table 2-2 for Phase C, followed by construction of the Central Plant, Central Information Technology (IT) Building, SCE service yard, utility tunnel, and related surface parking areas. Phase C is anticipated to be implemented over approximately four years between late 2018 and early 2023.

Phase 1

A new Staff Parking Structure and associated infrastructure would be constructed during Phase 1 of Project implementation, which would require the demolition and temporary relocation of various existing buildings on the proposed site of the structure as previously noted in Table 2-2 for Phase 1. Some of the buildings to be demolished are currently vacant, but occupants of some buildings would need to be temporarily relocated to other buildings within the Medical Center Campus. Two new buildings would be constructed on the LA BioMed Campus. Phase 1 is anticipated to be implemented over approximately three years between 2018 and 2021.

Phase 2

During Phase 2 of Project implementation, the Outpatient Mental Health Building, Outpatient Building A, and a bridge connecting the two buildings, as well as associated infrastructure, some of which is expected to be rerouted from the buildings to be demolished in this area, would be constructed on the north side of the Medical Center Campus. No demolition would occur as part of Phase 2 of the Project. Phase 2 of the Master Plan Project is anticipated to be constructed over approximately three years between 2021 and 2023.

Phase 3

Under Phase 3 of Master Plan Project buildout, the remaining buildings in the proposed New Outpatient Zone that are currently occupied by LA BioMed would be demolished as shown in Table 2-2 for Phase 3, and these LA BioMed programs would be relocated to the LA BioMed Campus. The remaining medical clinics in the new Outpatient Zone would be demolished and their programs relocated into the new Outpatient Clinical Building A constructed as part of Phase 2. Phase 3 improvements would involve the construction of a new staff parking structure immediately north of the proposed new Central Plan location and a temporary helistop in one of two locations near the southwest corner of the Medical Center Campus to allow for continued patient air transport throughout construction activities near the existing Emergency Department helistop. It is also assumed that up to 50 percent of biomedical research uses within both the proposed Bioscience Tech Park and LA BioMed Campus would be constructed during Phase 3, which would represent approximately 125,000 square feet for Bioscience Tech Park uses and 112,500 square feet of new LA BioMed Campus uses. Phase 3 of Master Plan Project buildout is anticipated to be constructed over approximately two years between early 2021 and early 2023.

Phase 4

Under Phase 4, no demolition would occur and both the New Hospital Tower and Diagnostic and Treatment Center would be constructed near the center of the Harbor-UCLA Medical Center Campus, and the main entry plaza would be re-configured along with the adjacent surface parking lot. The second half of the new Central Plant and Cooling Towers (which were begun in Phase C) would be constructed to meet the demand of the New Hospital Tower and Diagnostic and Treatment Center. The remainder of necessary infrastructure west of the existing Surgery/Emergency Department Building to support the New Hospital Tower would be constructed, which would also complete the new infrastructure network for buildings constructed during previous phases. In addition, a new permanent helistop would be constructed on the roof of the New Hospital Tower, and thus the temporary helistop in the southwestern portion of the Medical Center Campus would be removed. As the New Hospital Tower would need to be occupied prior to the year 2030, it is anticipated that it would be constructed over approximately four years between 2023 and 2027, overlapping with construction of some Phase C, Phase 3, and Phase 6 (Bioscience Tech Park) improvements. Vacant land in the northwest portion of the Harbor-UCLA Medical Center Campus not occupied by Bioscience Tech Park improvements would be used as interim staff/public parking as needed.

Phase 5

The South Wing attached to the Existing Hospital Tower would be demolished to accommodate the new Staff Parking Structure. The North Wing would be demolished after the Existing Hospital Tower is renovated, and Parlow Library and existing warehouse space within the Central Plant would also be demolished.

The final Staff Parking Structure at the east end of the Medical Center Campus would be constructed along with a staff surface parking lot, and internal roadways in this area of the Medical Center Campus would be reconfigured. The Existing Hospital Tower would be remodeled floor by floor, and the public parking lot on the north side of the Medical Center Campus reconfigured to accommodate limited commercial uses near the intersection of Carson Street and Vermont Avenue. The renovated Existing Hospital Tower could contain up to 156,000 square feet of medical office and other outpatient services as well as up to approximately 78,000 square feet of administrative office or other campus support facilities. The final Medical Center Campus Support buildings would be completed in the southeastern portion of the Medical Center Campus, and new infrastructure would be constructed off Vermont Avenue to support development of the eastern Medical Center Campus. Phase 5 is anticipated to be constructed over approximately six years between late 2024 and early 2030. The remainder of biomedical research uses within both the proposed Bioscience Tech Park and the LA BioMed Campus would be constructed during Phase 5 and built out by approximately 2030, for a total of approximately 250,000 square feet and 225,000 square feet, respectively, of net new floor area.

Phase 6

During Phase 6 of the Master Plan Project, the existing Harbor-UCLA Professional Building on the western side of the Harbor-UCLA Medical Center Campus would be demolished after the New Hospital Tower is built and the Existing Hospital Tower is remodeled, and the associated operations would be relocated to the existing renovated and repurposed Existing Hospital Tower. Phase 6 would also include demolition of remaining existing medical office buildings, storage containers, and the Imaging Center, as well as removal of temporary modular medical office buildings placed on-site during Phase M, surface parking lot, and temporary helistop. Construction of Outpatient Building B, as well as associated roadway/access and landscape/hardscape improvements, would occur under this Phase. Phase 6 implementation is expected to occur over an approximately 2.5-year period between late 2021 and mid-2024.

H. REQUIRED APPROVALS

Implementation of the Master Plan Project would include but not be limited to the following approvals:

1. State of California

- California Office of Statewide Health Planning and Development
- Caltrans Division of Aeronautics Helistop Permit Approval

2. County of Los Angeles

- Certification of the Final EIR
- Project approval
- Approval of permits as may be required for component buildings and other structures
- Funding approval

3. Other Approvals

- Approval of permits for temporary construction activities associated with off-site infrastructure and/or traffic system improvements within other jurisdictions (if such improvements are ultimately necessary), including the cities of Los Angeles, Carson, and Torrance.

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