

## Martin Luther King, Jr. Medical Center and Surrounding Project Area Technical Assistance Panel



**Report for Los Angeles County  
Second District Supervisor Mark Ridley-Thomas**



**June 4, 2009 and June 5, 2009**



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**MARK RIDLEY-THOMAS**  
SUPERVISOR, SECOND DISTRICT

November, 2009

On behalf of the constituents of Los Angeles County, I thank the Urban Land Institute for services of its Technical Assistance Panel on Martin Luther King, Jr. Medical Center in Willowbrook, California.

The Urban Land Institute assembled an outstanding Assistance Panel, with diverse and relevant talents for this challenge. I was pleased to observe the initial deliberations of the Panel, and to participate in the public announcement of their results.

These results, which are summarized in this report, have provided an essential starting point for our comprehensive reevaluation of land use and community development potential around the new Martin Luther King, Jr. Hospital and Medical Center campus. Two existing light rail stations and adjacent public and privately-owned property assets, including schools, parks and a shopping center, provide the initial resources that the ULI has organized into a synergistic and catalytic development plan.

Together, these assets have the potential to create a "health community of excellence," and a new paradigm of outstanding transit-oriented, mixed-use development in the heart of Los Angeles County.

I am deeply grateful to the Urban Land Institute for its services on this assignment and, in particular, want to express my personal appreciation to the individuals who organized and participated in this Panel.

With hope,

A handwritten signature in dark ink, reading "Mark Ridley-Thomas". The signature is fluid and cursive, with the first name "Mark" being particularly prominent.

Mark Ridley-Thomas  
Supervisor, Second District



## **Acknowledgements**

The Panelists and ULI Los Angeles wish to thank Los Angeles County Second District Supervisor Mark Ridley-Thomas and staff for asking the Panel to advise them on strategies to revitalize the Martin Luther King, Jr. Medical Center and the surrounding Willowbrook community. The Panel also wishes to thank the individuals interviewed during the course of its work.

Thank you to the ULI Los Angeles TAP Committee for the continued commitment and support that contribute critical creativity to the success of these endeavors: Jonathan Curtis, Trevear Holdings, LLC; Peter Belisle, Jones Lang LaSalle; Kelli Bernard, Office of Councilman Eric Garcetti; Donald Brackenbush, Public Private Ventures; Noel Cabello; Robert Gardner, Robert Charles Lesser, Co.; Shahrouz Golshani, Plaza Property Group; Javier Mariscal, Southern California Edison; Adam Moore, Prometheus; Namrita Singh, CBRE; and David Wong, Our Castle Homes.

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*Panel of Experts break out into groups to discuss the final recommendations for each strategic zone.*



*Dan Cushing and John Ellis discuss the conceptual design proposal for the Martin Luther King, Jr. Medical Center.*



## **Introduction**

This report is the result of two days of meetings and investigations conducted by the Urban Land Institute Technical Assistance Panel (ULI TAP) of the Los Angeles District Council, a group of volunteers working in conjunction with the Second Supervisorial District of Los Angeles County.

The Panel gathered information through research and discussions, examined the Martin Luther King, Jr. Medical Campus in the Willowbrook neighborhood of the County and the surrounding area, and proposed ideas that would promote positive change in support of Supervisor Mark Ridley-Thomas' community health and economic development goals.

### **Scope of Work**

- Summarize current conditions and proposed uses for the site.
- Identify compatible and financially feasible uses for the site, including the Medical Center and surrounding properties.
- Identify the economic development potential of these uses.
- Prepare a conceptual master plan for the site.
- Identify and evaluate alternative delivery methods for implementation.
- Identify next steps that LA County should take towards its goals.



*Dan Cushing describes the development opportunities for the Medical Center to Supervisor Mark Ridley-Thomas and community stakeholders at the public meeting following the TAP Panel on June 5, 2009.*

## **Urban Land Institute**

The Urban Land Institute is a 501(c)(3) nonprofit research and education organization supported by its members. Founded in 1936, the Institute now has more than 40,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and to help create and sustain thriving communities worldwide.



*John Ellis sketches the conceptual design proposal for Zone 3.*

## Technical Assistance Panels

In keeping with ULI's mission, Technical Assistance Panels are convened to provide planning and development assistance to public officials and local stakeholders of under-sourced communities and nonprofit organizations. Typically, applicants request assistance in addressing their land use challenges. When a TAP is convened, a group of professionals, representing the full spectrum of land use and real estate disciplines, typically spends one day visiting and analyzing the built environments, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

Each team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the topic and screened to ensure their objectivity. They provide a holistic look at development problems. A respected ULI member with previous panel experience chairs each team.

ULI Los Angeles has been at the forefront in creating the TAP program. To date, ULI Los Angeles has conducted over twenty TAPs for such entities as the City of Beverly Hills, Culver City, City of Whittier, Los Angeles Conservancy and First United Methodist Church, among others. ULI LA has conducted multiple TAPs with the City of Pasadena and University of Southern California.

A key strength of the program is ULI's unique ability to draw upon the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions and others. In fulfillment of the Urban Land Institute's mission, this TAP report is intended to provide objective advice that will provide leadership in the responsible use of land, and in creating and sustaining thriving communities worldwide.



*Dan Cushing and David Wong listen while the Panel discusses possible implementation strategies.*

For more information about how a ULI Los Angeles Technical Assistance Panel could benefit your city, nonprofit organization or university, contact Ciara Contreras, Project Manager, at [contreras@uli-la.org](mailto:contreras@uli-la.org) or TAP Committee Chair, Jonathan Curtis at [joncurtis@sbcglobal.net](mailto:joncurtis@sbcglobal.net).

For more information about the Urban Land Institute Los Angeles, a District Council of the Urban Land Institute, contact Katherine Aguilar Perez, current ULI Los Angeles Executive Director, at [perez@uli-la.org](mailto:perez@uli-la.org), or the ULI LA website, [www.uli-la.org](http://www.uli-la.org).



## Panel of Experts and TAP Process

Upon receipt of the TAP request, ULI visited with Los Angeles County Supervisor Mark Ridley-Thomas and his staff to determine general objectives for the Panel assignment. ULI then selected and invited a Panel of volunteers, with members representing disciplines including planning, urban design development, marketing and finance, required to understand and assess the critical physical, planning and real estate challenges in the community. Members were selected to provide a robust array of professional expertise relevant to Supervisor Mark Ridley-Thomas' objectives for the study. Panel members included the following:



*The Panel deliberates the extensive development opportunities for the Medical Center and Willowbrook community.*

- Michael Banner, President and CEO, Los Angeles LDC, Inc.
- Peter T. Belisle II, President, Project and Development Services, Jones Lang LaSalle
- Scott Cooper, Partner, Sidley Austin, LLP
- Dan Chandler, President, Chandler Partners
- Dan Cushing, Executive Vice President, McKissak & McKissak
- John G. Ellis, Principal, Director of Urban Design, WRT | Solomon E.T.C.
- Stephen Jones, Chair, Board of Directors, HOAG Hospital
- Jim Lott, Executive Vice President, Hospital Association of Southern California
- Robert E. Tarnofsky, Director of Real Estate, Continental Development Corporation
- David Wong, Director of Acquisitions, Our Castle Homes

The County Supervisor's staff provided background materials on the history of the Martin Luther King, Jr. Medical Center, current plans for the site and general demographic and economic information about the neighborhood. These materials were distributed to the Panel in advance of their first meeting.

On June 4, 2009 and June 5, 2009, the Panel convened for the two-day TAP. The Panel began with a tour of the neighborhood and with briefings from Supervisor Mark Ridley-Thomas and his Senior Deputy, Dan Rosenfeld. Over the two days, the Panel toured the Medical Center and interviewed with medical professionals, County staff, union leaders and community representatives.

Panel members then engaged in discussions regarding issues and opportunities for the Project Area, and prepared specific recommendations for the site. These recommendations were summarized in a public meeting at the end of the second day, June 5, 2009, and are presented in this report.

## **Summary of Recommendations**

Martin Luther King, Jr. Medical Center was opened in 1975. The facility was created in response to the Watts Riots of 1965 which identified, among many social needs, the requirement to provide high quality, local medical services for the Watts/Willowbrook community of Los Angeles County.

In subsequent years, the Medical Center suffered from numerous management deficiencies. It was closed as an inpatient hospital in 2007, although the facility continues to operate as an out-patient Multi-Service Ambulatory Care Center (MACC).

Upon his election in 2008, Los Angeles County Supervisor Mark Ridley-Thomas committed to open a new hospital on the site and to create an all new facility, with new buildings, new management and a new approach.

The new Martin Luther King, Jr. Hospital will open in 2012. Recognizing that this new hospital will be an iconic statement, commanding significant national attention, Supervisor Ridley-Thomas is determined to support it with a comprehensive infrastructure and operating plan that will redefine the delivery of healthcare services for the local community.

Supervisor Ridley-Thomas envisions a broadly defined health center of excellence that will deploy the community's resources in health, childcare, education, nutrition, fitness, mobility and economic development to attain their highest, combined potential. To that end, he urged the Panel to think deeply and creatively about what the future holds, rather than what the past has delivered.



*Peter Belisle explains how the current landownership of the Project Area applies to the Zone Strategy.*

Healthcare will be the centerpiece of development on this site. However, it should not be the only impetus driving revitalization. Other resources that occupy surrounding land, should also be used to advance the social and economic quality of neighborhood lives. These additional resources include adjoining facilities and land owned and operated by the Los Angeles Unified School District, Charles R. Drew University of Medicine and Science, Compton Unified School District, the Community Development Commission of Los Angeles County, Kenneth Hahn Plaza (a privately-owned shopping center on County-owned land) and the Imperial/Wilmington-Rosa Parks Light Rail Transit Station.

In total, these land uses comprise approximately 100 acres. It is imperative to include this entire area in the planning and implementation of a redevelopment strategy that will build economic and social prosperity for the Willowbrook community.

Martin Luther King, Jr. Medical Center, and its new hospital, will play a critical role at the center of the County-wide health system. It will also have a significant and direct impact on the community in which it is located. The Panel aimed to assess how an outstanding hospital at this location can be used to attract additional public and private investment and, as a result, to produce a greater cumulative positive impact on health, well-being and economic development in the community.

To that end, the ULI Technical Assistance Panel recommends pursuing a land use and redevelopment strategy that divides the Medical Center and surrounding land areas into three zones:

1. A **Medical Center Zone** to encompass the Martin Luther King, Jr. Medical Center campus and its buildings.
2. An **Education and Research Zone** to include Charles R. Drew University of Medicine and Science, the existing LAUSD magnet high school and Compton elementary school, a proposed community college workforce training center and an expanded County library.
3. A **Gateway Zone** to include the Kenneth Hahn Plaza, single and multi-family homes and sites with retail and mixed-use development potential around the Imperial/Wilmington-Rosa Parks Transit Station and on Wilmington Avenue.



Zone Strategy





## **Background**

Martin Luther King, Jr. Medical Center is owned and operated by the County of Los Angeles. In the past decade, widely publicized allegations of mismanagement caused the Medical Center to undergo a large reduction of healthcare services and employees, ultimately resulting in closure of its hospital, trauma center and emergency room. Today, the facility is functioning at a much reduced scale, providing community medical care with outpatient services only.

Los Angeles County is planning to open a new hospital on the site in 2012. The County's plan is to create a new nonprofit entity to operate the facility's services. The new Martin Luther King, Jr. Hospital will not be a traditional, County-run hospital. Rather, the Supervisor and his staff are determined to open a new hospital, with new management and operating policies, and to rigorously improve the quality of healthcare in the community.

The opening of a new Martin Luther King, Jr. Hospital will be catalytic for this community, having far reaching implications, not only for healthcare delivery but, also, for land use and development opportunities on surrounding sites. The Technical Assistance Panel was instructed to think in unconventional ways in terms of connections that can be made among healthcare services, land use, childcare, education, nutrition, fitness, mobility and economic development.

This TAP report is a first step in an ongoing creative process that will mobilize the community and its stakeholders, in unity, towards shared goals that can transform and revitalize the Medical Center and the Willowbrook community. Supervisor Ridley-Thomas has made a fundamental commitment to ensure that this facility opens with a new sense of purpose and direction, and that its transformative potential for the community is achieved.



*The Panel of Experts prepares for the oral presentation. Left to right: David Wong, Jonathan Curtis, Peter Belisle, Scott Cooper, Steve Jones, Bob Tarnofsky, Jim Lott, Dan Cushing, Ciara Contreras, John Ellis, and Michael Banner.*



*John Ellis explores design improvements in the Project Area.*



## Project Area



Martin Luther King, Jr. Medical Center is a public medical facility on approximately 38 acres of land in Los Angeles County. The Medical Center campus is bounded by Wilmington Avenue to the east, 120th Street to the north, Compton Avenue to the west and 122nd Street to the south. The Medical Center is located in Willowbrook, an unincorporated section of the County, north of the City of Compton and south of the Watts neighborhood of the City of Los Angeles. The site is approximately ten miles south of Downtown Los Angeles.

The Project Area has excellent public transportation service, including numerous bus lines and the Imperial/Wilmington-Rosa Parks Transit Station, a major transfer point between the Metro Blue Line and Green Line light rail lines. The station is situated at the northeast corner of the Project Area. The Green Line station is located in the median of the I-105 Freeway (Glenn Anderson) and the Blue Line station is at grade, one level below. Kenneth Hahn Plaza, a privately-owned shopping center on County-owned land, is immediately south of the station, and is bounded by Wilmington Avenue to the west, 120th Street to the south and Willowbrook Avenue to the east.

Wilmington Avenue at the center, or spine, of the Project Area, has major on-and off-ramps to the I-105 Freeway, and provides excellent access to the I-110 (Harbor), I-5 (Santa Ana) and other freeways in the regional network.

Immediately north of the Medical Center are Charles R. Drew University of Medicine and Science, and King Drew Magnet High School, a unit of the Los Angeles Unified School District. These institutions are bounded by Compton Avenue to the west, 120th Street to the south and 118th Street to the north.

Lincoln-Drew Elementary, a unit of the Compton Unified School District, and single-family homes occupy land between the Medical Center and the I-105 Freeway.

In all, public agencies own about 100 acres of land, including the Medical Center site.

Vacant land along the freeway and elsewhere in the study area, in addition to the former hospital site, all have substantial future development potential.



*Current Land Ownership in the Project Area*



## **Guiding Principles**

Six guiding principles instructed Panel members in their discussion and evaluation of potential land uses for the Medical Center campus and larger Project Area. Each principle contributes to an overarching framework for future development strategies.

### **1. Connectivity**

Pedestrian connectivity is essential to the successful redevelopment of this, and almost every, urban site. Circulation to, through and between the three proposed redevelopment zones is critical to the TAP strategy's success. The presence of two existing light rail transit stations (Green Line and Blue Line) establishes excellent public transit access for residents, visitors and patients. Pedestrian circulation in the Gateway Zone will then direct pedestrians toward the Medical Center Zone and the Educational and Research Zone. Each zone must have distinctive attributes; however, the combination of all three zones is what will deliver the critical mass of human activity, and will brand the regional identity required for large-scale and sustainable economic development.

### **2. Mixed-Use**

Integration of activities and uses, within and between, the zones will foster a more mixed-use environment and will create a pedestrian-friendly atmosphere. Today, the Willowbrook community possesses disparate elements with different and separate real estate uses. Successfully improving and assimilating existing and future uses, so they operate comprehensively of one another, will ensure a livable community.

### **3. Open Space**

Healthy communities need open space. Greening the neighborhood will provide opportunities for people of all ages and abilities to engage in physical activity and create a more active community that encourages a healthy lifestyle. Engaging the support and vision of stakeholders, schools and community leaders, in addition to encouraging collaboration around active sports and recreational opportunities, will make the development of open space safe, feasible and attractive.



*Christine Aure and Ciara Contreras receive final presentation edits from Dan Cushing, Michael Banner and John Ellis.*



*Scott Cooper discusses the Project Area's challenges and the unique political dynamics of the community.*

#### 4. Economic Development

A first-class healthcare delivery system must be the economic engine for this district. The new hospital, in turn, will generate opportunities for supportive services, including housing, shopping, education, nutrition and exercise. Recognizing this potential and harnessing the business and employment opportunities that the new hospital will supply, will help attract the investment needed to grow and sustain an economically viable, health-oriented community.

#### 5. Leadership

A competent, committed and consistent leadership team is necessary to embrace and implement the vision and goals established by the community for the Project Area. Major stakeholders must collaborate to achieve success. A leadership structure commissioned and led by the County, and supported by all local stakeholders, is suggested for implementation of the development plan outlined in this report.

#### 6. Branding

Closure of the former Martin Luther King, Jr. Hospital was well publicized. Opening a new hospital, and pursuit of the three-zone strategy recommended in this report, will create opportunities to craft a new vision, or brand, and a new region-wide reputation for the Martin Luther King, Jr. Medical Center. Now is the moment to make a complete, 180-degree shift in public perception from disappointment to hope and success.

The combination of quality health care with public transportation, outstanding schools, childcare, new retail stores, housing and nutritional and recreational services can be presented in a new branding strategy with positive images of progress surrounding each new development.

The effective launch of a new brand must be carefully planned to instill pride in all stakeholders, including the residents and workforce of the community.



*Entrance sign to the Martin Luther King, Jr. Medical Center visible along Wilmington Avenue.*

## **Observations and Findings**

The neighborhood surrounding Martin Luther King, Jr. Medical Center is already endowed with a number of strong community-serving assets. Each can contribute to a comprehensive redefinition of the Project Area's potential. Today, however, each of these assets is vulnerable to distinct individual challenges that hinder its optimal development. Thus, addressing these specific challenges and then combining the area's inherent capabilities into a synergistic whole becomes the first useful step towards achieving the Supervisor's community health center of excellence vision.

## **Community Assets**

### **Watts/Willowbrook Community**

The first, and foremost, community asset is the community itself. Watts/Willowbrook is a nationally-known, historically significant center of African-American and, now, increasingly Latino culture. It is a distinctive star in the constellation of Los Angeles County communities. Over 150 years old, this community supports a full range of land uses, including residential, industrial, commercial, cultural, faith-based, educational and institutional facilities and services.

Retail uses are scattered throughout the community, although mostly concentrated on arterial thoroughfares. Many of these—Figueroa, Vermont, Imperial Highway, Avalon and Compton Boulevards—are regionally, or even nationally, known. The world-famous Watts Towers are located about two miles north of the Project Area. Light to heavy industrial use is concentrated in the eastern and southeastern sectors of the region.

Residential areas are predominately single family. The district immediately surrounding Martin Luther King, Jr. Medical Center supports mainly low-rise residential, with a few scattered multifamily and apartment complexes. Single-family neighborhoods immediately south of the Medical Center are generally in good condition. While there are many significant pockets of well-kept properties throughout the general area, the community also shows an unfortunate pattern of disinvestment, with some areas of severe deterioration and neglect.

The Community Development Commission of Los Angeles County (CDC) has created a redevelopment zone, the Watts Willowbrook Community Redevelopment Project Area, around the Martin Luther King, Jr. Medical Center. CDC has begun a long-term revitalization effort encouraging medical-related, public and mixed density residential development. CDC understands that the Medical Center offers anchor tenant opportunities for community investment. In creating a medical-anchored redevelopment area, with California redevelopment law powers, CDC can array impressive tools to lure private capital investment and stimulate economic growth.



## The Martin Luther King, Jr. Medical Center



The Medical Center itself attracts a large daily flow of visitors and, therefore, functions as the primary hub of social activity in the Project Area. Patients are often accompanied by family members and friends, thus increasing the number of daily visitors. These visitors, of course, can utilize other community resources, increasing retail sales and supporting new investment, ultimately generating incomes and jobs for local residents and businesses.

The new hospital at Martin Luther King, Jr. Medical Center will include a 120-bed in-patient hospital, an emergency room facility and a new multi-service ambulatory care center. Today, the Medical Center is performing at only a fraction of its capacity. Once the new facilities are completed, and services are fully operational, Martin Luther King, Jr. Medical Center will inevitably produce a significant increase in daily visitors, pedestrian and automobile traffic and, most significantly, investment and employment opportunities for the local community.

Three major public investments are currently planned for the site: the new hospital, a new emergency room and a new ambulatory care center. Together, these will bring over \$400 million in new public investment. The first phase will open in 2012, with the balance completed by 2013. Martin Luther King, Jr. Medical Center, and its new hospital, will continue to be the centerpiece of the community's economic future.

## Kenneth Hahn Plaza

The Kenneth Hahn Plaza is a 165,195 square foot grocery-anchored, neighborhood-serving shopping center located at the southeast corner of the I-105 Freeway and Wilmington Avenue. Anchor tenants include Food 4 Less, Rite Aid, Factory 2 U and General Discount. Other tenants include Starbucks, Payless Shoes, Radio Shack, Rainbow Apparel, Subway, Pizza Hut, Denny's McDonalds, KFC and Taco Bell.



In addition to its retail tenants, Kenneth Hahn Plaza houses two significant community amenities: the Charles R. Drew University of Medicine and Science Urgent Care Clinic and the Willowbrook County Public Library.

Kenneth Hahn Plaza is a privately-owned asset on land that is leased from the Community Development Commission of the County of Los Angeles. The current ground lease term expires on February 28, 2051.

This neighborhood shopping center is situated at one of the busiest intersections in the area and, as such, it experiences large volumes of both pedestrian and vehicular traffic. Commuters who work at, or visit, the Martin Luther King, Jr. Medical Center, and patrons who ride the Green and Blue Line light rail system, can easily access the shopping center.

Despite its prime location and large traffic numbers, Kenneth Hahn Plaza is underperforming. It lacks strong linkages to the surrounding community, both culturally and economically. Furthermore, a large portion of its estimated 15-acre site is dedicated to surface parking. Its retail tenant mix is undistinguished, and certainly does not support the concept of community health.

In the future, however, as the largest and most visible commercial project in the area, Kenneth Hahn Plaza has potential to serve both local and regional customers, and to play a major role in the district's health excellence theme.

## County Library



Willowbrook County Public Library provides library services to residents of the Willowbrook and Watts communities. The existing library is a 2,200 square foot facility located in rental space in Kenneth Hahn Plaza. The library has been at this location since 1987.

In terms of size, the library ranks 84th out of 85 Los Angeles County library facilities.

Despite its size, age and deficiencies, the library is heavily used and serves as a popular venue in the community. Its service area is approximately two square miles. The Southern California Association of Governments (SCAG) projects that by 2020, the population of this service area will increase from 23,000 today to 28,700 residents.

Initiatives to relocate and expand the library are underway. Willowbrook County Public Library clearly has potential to contribute much more to the retail mix of public offerings in the Project Area, especially if it is given a medical focus and integrated with surrounding schools and educational programs.

## Charles R. Drew University of Medicine and Science

Charles R. Drew University of Medicine and Science is a private, non-profit medical school focused on training physicians for work in urban environments. Founded in 1966, the University is named in honor of Dr. Charles R. Drew, a medical pioneer in blood transfusions, and community medical and educational services. The University was associated with Martin Luther King, Jr./Charles R. Drew Medical Center from 1972 to 2006.



Today, Charles R. Drew University of Medicine and Science offers degrees in clinical programs such as radiology, pharmacy and physician assistance. It is currently expanding to offer undergraduate degrees in biomedical sciences. In 2010, the University is projected to open its new College of Nursing and Science. This will draw an estimated 450 additional students and an additional one hundred faculty and staff. Charles R. Drew University of Medicine and Science suffered considerably when Martin Luther King, Jr. Hospital closed in 2007. This closure interrupted the close relationship in teaching, intern and residency programs that the two institutions enjoyed. The new hospital at the Medical Center, scheduled to open in 2012, should restore this important cooperative relationship.

## King Drew Magnet High School

A Medicine and Science Careers Program is the centerpiece of King Drew Medical Magnet High School's unique curriculum. Operated by the Los Angeles Unified School District, this program provides opportunities for students to access experience-based learning in practical environments that include hospitals, clinics, research laboratories and university facilities.



Neighboring Charles R. Drew University of Medicine and Science and Martin Luther King, Jr. Medical Center are outstanding resources for both students and teachers, reinforcing their curriculum and pre-professional preparatory medical experience. King Drew Magnet High School is an outstanding asset in the region's educational spectrum of services.

## Lincoln-Drew Elementary School

Lincoln-Drew Elementary School serves grades K-5 in the Compton Unified School District. It is located adjacent to Drew University, in the northern part of the Project Area. The school plans to open a new charter school serving grades K-5. Called Obama Charter School, this new building will be built to one side of the existing building. The school is planned to enroll an estimated 300 additional students. It will be operated through the State of California jointly with the Los Angeles County.

Including Compton Unified School District in the planning process is an essential next step.

## Imperial/Wilmington-Rosa Parks Transit Station

Imperial/Wilmington-Rosa Parks Light Rail Transit Station is a major gateway to the community. It is one of the most heavily used stations in the entire Los Angeles County transportation system. The station provides connections to, and transfers between, the Blue and Green light rail lines and Metro bus service to the South Bay and Downtown Los Angeles. Many residents of the Watts/Willowbrook community are transit-dependent and utilize the station on a daily basis.



While ridership has increased significantly over the past 15 years of operation, physical conditions at the station have begun to deteriorate. Upgraded amenities are badly needed. Today, the somewhat neglected and unattractive transit station discourages visitors and, as a result, it impedes economic development, attracts crime and encourages urban blight.

Metro (the Los Angeles County Metropolitan Transportation Agency) has recently awarded a major planning grant to Supervisor Mark Ridley-Thomas and the Los Angeles County Second District that will fund the creation of a Station Area Master Plan. With this grant, on which work has already commenced, there is an opportunity to extend public planning into private investment, thus stimulating economic growth, job creation and higher and better use of surrounding land.





*Under the Green Line Station  
(station is elevated, in freeway median)*



*Blue Line Station (at grade)*

## I-105 Freeway

In Los Angeles, of course, automobile access remains a primary consideration in land use planning. Martin Luther King, Jr. Medical Center is fortunate with a location immediately adjacent to the relatively new I-105 Freeway, with east- and west-bound on and off ramps directly serving the site.

## Wilmington Avenue

The Project Area is further blessed by the existing presence of a well-developed arterial spine, Wilmington Avenue.

As the main street of the Project Area, Wilmington Avenue has potential to become a grand boulevard, with a canopy of street trees, pedestrian amenities and active storefronts, connecting arrival points at the transit station with the new hospital and Medical Center to the south.

## New Opportunities

All of these assets—the new hospital, emergency room and ambulatory care center, a possible new library, expansion at Charles R. Drew University of Medicine and Science and Lincoln-Drew Elementary School, the Metro Station Area planning initiative and a growing list of possible new investments—add up to a critical crossroads of opportunity. In combination, they present a unique moment of change that can—really must—be used to reinvent its local healthcare delivery and augment the economic future of the community.

There are additional new projects on the horizon—a 19,000 square foot, Federally-funded South Health Clinic, a 40,000 square foot Community College Health Training Academy and Resource Center and a publicly-accessible fitness park—that may also contribute to the Medical Center's renaissance.



*Conceptual design of the development recommendations.*

## **Challenges**

### **Underutilized Land**

Vacant parcels of undeveloped land are scattered throughout the Project Area. These vacant parcels interrupt the urban fabric of the neighborhood, although, provide opportunities for new investment, pedestrian-oriented development and local economic growth.



*Vacant lot at the intersection of Wilmington Avenue and 120th Street.*



### **Lack of Pedestrian Linkages and Right-of-Ways**

The major hubs of activity, including the Imperial/Wilmington-Rosa Parks Transit Station, Kenneth Hahn Plaza and Martin Luther King, Jr. Medical Center lack pedestrian linkages and do not provide for safe pedestrian circulation. The transit station and retail center are significantly car-oriented and lack right-of-ways for foot traffic.



*Entrance to the Imperial/Wilmington-Rosa Parks Transit Station adjacent to Kenneth Hahn Plaza.*

### **Lack of Connectivity and Community Identity**

The Willowbrook area possesses many unique, viable and valuable assets. These assets, however, operate separately from one another. As a result, they fail to engender a unified community identity. While the closing of the hospital compromised previous relationships between educational and medical facilities, a new environment of trust is building in the community as walls of suspicion are diminished and anticipation for the new hospital grows. Building community support and establishing a merged, unified identity, is critical to redevelopment success. With a major public transit hub, a regional hospital and up to four complementary levels of educational institutions, there is clear opportunity to create a reenergized and regionally recognized sense of place.



*Entrance to the Kenneth Hahn Plaza at Wilmington Avenue.*

### **Absence of Leadership Structure**

The large number of public sector entities that are active in the Project Area challenges the efficiency of planning, development and operations. At least seven independent government agencies (Federal, State, County, Metro, LAUSD, Compton Unified and CDC), and a host of other non-profit organizations, all have important roles.

Redevelopment of Martin Luther King, Jr. Medical Center and adjoining properties, in a comprehensive, master-planned and synergistic fashion, will require collaboration among all governmental agencies, non-profits, businesses, landowners and community stakeholders. Defining a leadership structure that allows for effective management is required in order to create momentum and transform the Project Area's vision into reality.



## Vision and Goals

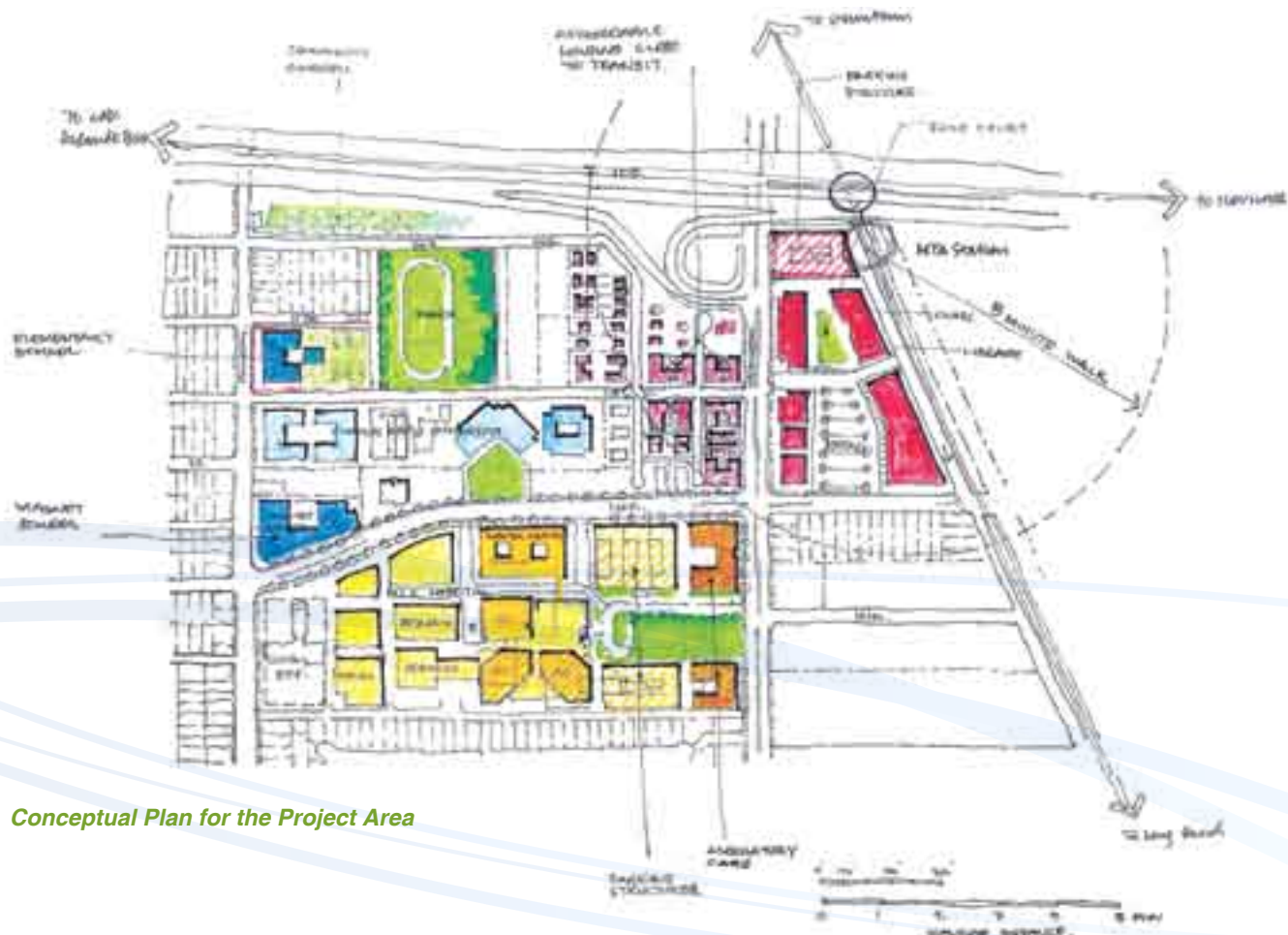
The Panel's vision, in essence, is to combine an existing mix of community assets, together with substantial new investment and a new leadership structure, to create new community services, employment opportunities and land use development that will lead, in turn, to a successful and well-branded urban community of healthcare excellence.

The goal is to transform the current scattered and fragmented amalgamation of uses into a model healthy community, taking advantage of public transit access and supporting new retail, housing and community service programs in healthcare and education.

### Panel Goal

The Martin Luther King, Jr. Medical Center plays a critical role in the County-wide health system and the surrounding community.

Our objective is to advise the Supervisor on his goal in opening a new and outstanding hospital, and to leverage this investment to improve community health and economic development.



Conceptual Plan for the Project Area

## **Development Recommendations**

To identify and promote the distinct community assets and public resources of the Project Area, the entire site has been divided into three zones. These strategic zones are not planned for exclusive use but, instead, will have complementary functions, and will need to operate together in order to promote a successful redevelopment plan.

### **1. Medical Center Zone**

This zone includes the Medical Center campus itself. It is bounded by Wilmington Avenue on the east and Compton Avenue on the west. On the north, it is bounded by 120th Street and by an alley approximating 121st Street on the south.



The Medical Center Zone includes the existing Martin Luther King, Jr. Multi-Service Ambulatory Care Center (housed in the former hospital building), the Augustus Hawkins Mental Health Building and other existing and proposed buildings supporting the Medical Center. These buildings include service structures, residence halls and parking facilities.

The Medical Center is the anchor, or heart, of the entire Project Area. It includes sufficient land, on its 38-acre County-owned site, for extensive expansion of hospital, general medical and related uses.

The approximately ten-acre eastern-most portion of the zone facing Wilmington Avenue currently used as a surface parking lot and a landscaped “green,” is truly the front entrance to the medical campus, and offers a prime future development opportunity for a significant medical use.

### **2. Education and Research Zone**

This zone includes Charles R. Drew University of Medicine and Science, King Drew Magnet High School, Lincoln-Drew Elementary School and several large underutilized lots. It is bounded by the I-105 Freeway on the north, Martin Luther King, Jr. Medical Center on the south, by Compton Avenue on the east and Holmes Street on the west.

The Education and Research Zone offers potential to expand existing educational uses, add pre-professional community college-level job training and promote academic research.

### **3. Gateway Zone**

The Gateway Zone includes Kenneth Hahn Plaza, single family homes and underutilized lots along Wilmington Avenue, the central spine of the Project Area. Imperial/Wilmington-Rosa Parks Transit Station is at the north end of this zone, and is fundamental to the zone’s redevelopment potential.

Each of these zones were analyzed by the Panel to assess its existing assets, opportunities and challenges. Strategies were developed for each, such that the development of the entire Project Area is unified into a common whole.

## Zone 1 – Medical Center



*Augustus F. Hawkins Mental Health Building along 120th Street*

Development of new facilities in the Medical Center Zone poses several challenges in terms of existing facilities and land use. Perhaps foremost, the former hospital structure itself does not meet current California seismic safety codes. It will need to be replaced. Similarly, all other existing buildings will need to be evaluated in consideration of their possible future use.

At the same time, the site and existing funding are large enough to allow for creative campus-scale planning.

### Zone 1 - Medical Center

#### **Challenges**

- Deficiencies in existing facilities
- Seismic compliance deficiencies
- Need for a short and long-term perspective on bed replacement
- Meet financial deadlines for specific funds

#### **Opportunities**

- Complete the replacement of acute care services in compliant buildings
- Provide framework for expansion of acute care
- Replace, re-vision and expand ambulatory care services
- Establish new entry points with vehicular and pedestrian circulation
- Create new identity through the street façade
- Initiate community dialogue for a Healing and Empowerment Space

## Plan for Expansion

Current proposals for the new hospital at the Medical Center should take into consideration short and long-term bed replacement needs, as well as relocation of the ambulatory care service program. Increased demand for health care services in the community, and in the region, should be considered in planning the ultimate capacity of the Medical Center. A plan with a framework to accommodate future expansion is needed to ensure that the medical campus maintains its current quality of ambulatory care and outpatient services.

## Acute Care Facilities

The TAP Conceptual Plan starts with the acute care facilities. In order to provide for future expansion, the Panel proposes to locate acute care services on the footprint of the existing (former hospital) buildings. As one existing tower is renovated for new hospital uses, and ambulatory services are relocated, there will be opportunities to remove the old buildings and create space to expand acute care, including beds, surgical and ICU services.

The acute care building footprint will require a large area at the bottom of the bed towers for support services such as admissions, pharmacy, phlebotomy, additional ambulatory services, food service, public amenity spaces, specialty service areas such as imaging and radiation therapy, and for expansion of specialty services from the in-patient tower (IPT). Also, the main entry to the hospital can be located adjacent to both the new towers and to the newly renovated IPT. This will provide patients, visitors and staff with a clear and prominent entry point and a front door to the entire campus.

The hospital facilities plan going forward should provide for future expansion of the number of beds to whatever service mix is considered appropriate, and allow for this expansion in close proximity with the first hospital tower. The west side of the facility should be left open for expansion, or for other ancillary services or programs that may evolve in the future, such as skilled nursing, research facilities, a day care center, other support facilities or parking.

## Ambulatory Care Services

Along with acute care expansion, the Panel proposes to move ambulatory care services to the front of the campus, along Wilmington Avenue, as a way to connect the hospital with the community. The Panel's objective is to offer the best out-patient experience the hospital can provide in facilities that are not encumbered by the requirements of acute care. This will help in the creation of an accessible and comfortable entry point to the Medical Center, with pedestrian-oriented frontage.

## Rebranding

It is very important to rebrand the Medical Center, creating a reimagining campaign and to market the campus as a new facility. Access to the Medical Center for pedestrians and vehicles should be facilitated, such that there is a sense of arrival when people enter the campus from Wilmington Avenue. The entrance should be recognizable and unique to the Martin Luther King, Jr. Medical Center. New signage will be an important part of this effort.

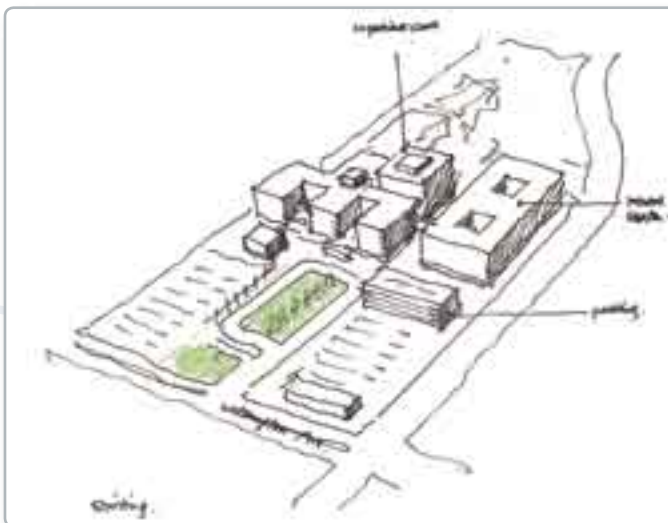
## Consolidation of Parking

Consolidation of existing surface parking lots into structured garages will create valuable capacity for new medical buildings and open space. The beautiful lawn along Wilmington Avenue should be maintained with additional open space created by reducing the width of the entrance road. It is important to maintain a clear sense of entry and arrival to the front door of the facility.

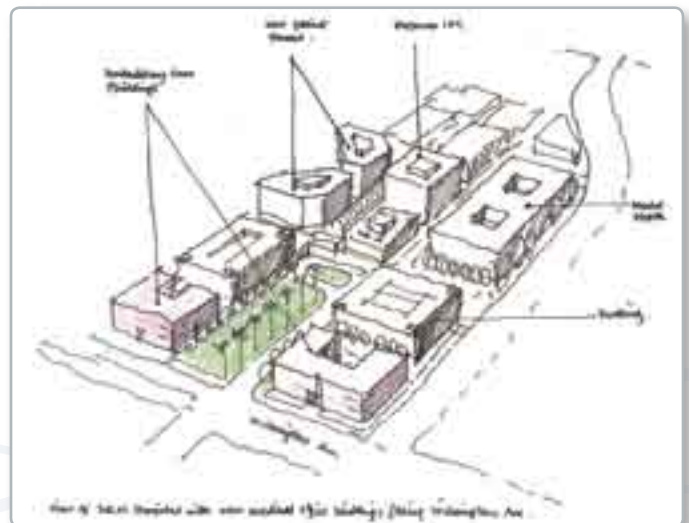
## Business and Master Plan

The creation of a comprehensive Business Plan and Land Use Master Plan for the Medical Center is vitally important for addressing the issues noted above, and for implementing the strategies recommended in this report.

One hypothetical scenario for redevelopment of the Medical Center Zone is shown below.



Existing



Proposed



## Zone 2 – Education and Research

Charles R. Drew University of Medicine and Science, King Drew Magnet High School and Lincoln-Drew Elementary School are established cornerstones of the Willowbrook community. Development of the area surrounding these schools should be guided by the community’s aspirations to support education, health, safety and medical research.

Childcare should also be part of the educational continuum. Community stakeholders have adamantly expressed their desire for more green space, open space and space for recreational activities—critical components of a healthy community. This zone would be an excellent place to locate playfields and recreational facilities.



*King Drew Magnet High School*

### Zone 2 – Education and Research

#### **Challenges**

- Lack of green space
- Awkward parcel configuration
- Underutilized parcels
- Lack of connectivity between Drew University and medical campus

#### **Opportunities**

- Create a neighborhood park with shared use sports and physical wellness facility
- Establish joint venture between school and parks
- Construct a community garden and edible schoolyard

## Create Linkages

Linkages should be created to support interaction and the sharing of resources between the Medical Center and the existing and proposed educational, research and recreational facilities in this zone. Connectivity between Charles R. Drew University of Medicine and Science and the Medical Center needs to be enhanced. The considerable amount of vacant land in this zone provides immediate opportunities for new educational and research-related amenities, and for recreational and green space for students and community residents. Cooperation among all existing schools and stakeholders is required.

## Open Space

A joint use sporting facility on LAUSD or Compton Unified owned land, including a full sports field and running track, is one very attractive development option. This facility could act as a neighborhood park supporting a healthy community and wellness vision.

Vacant land between 117th Street and the I-105 Freeway also provides opportunities for the community and for local schools to create an edible garden, emulating the Edible Schoolyard Program that originated at King Middle School in Berkeley, California. An edible garden encourages students and children in the community to grow vegetables that can be used for lunch programs, and will also educate them about healthy eating. A green buffer between the freeway and the uses to the south will also reduce noise and pollution concerns.



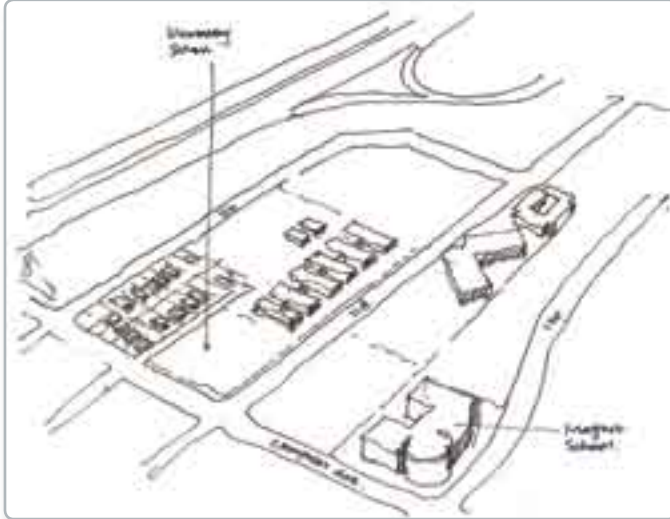
*Vacant parcel located at the intersection of 117th Street and Holmes Avenue.*



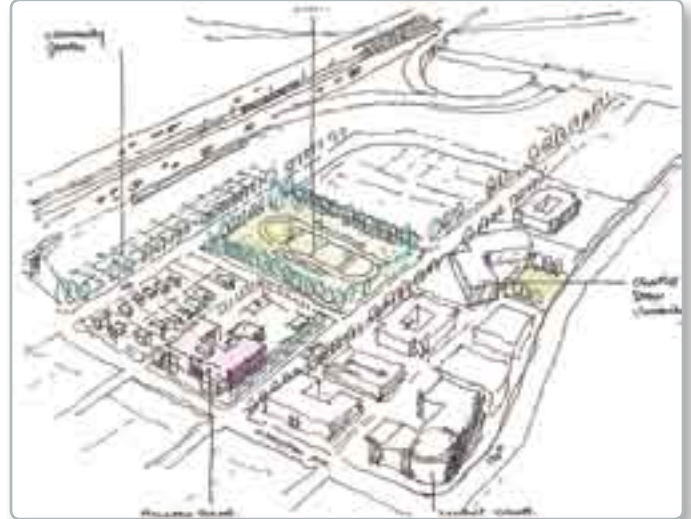
## Rebuild Relationships

Efforts should be made to renew relationships between Charles R. Drew University of Medicine and Science and the Medical Center. This can be achieved by sharing space and resources between the two campuses, and by implementing programs that demand continuing interaction between students and faculty at the University and hospital employees. A strong pedestrian linkage should be created between the two facilities.

One possible redevelopment scenario for the Education and Research Zone is shown below.



*Existing*



*Proposed*

## Zone 3 – Gateway (Transit and Retail Center)

Zone 3, the Gateway Zone, has the potential to act as an entrance to the entire community. This potential is not being harnessed due to several challenges. One is poor visibility and circulation in and around the transit station. This includes confusing access to the station itself, and an absence of directional signs to surrounding destinations. Poor pedestrian linkages and vehicular circulation patterns add to these challenges.

Although underperforming currently, Kenneth Hahn Plaza has tremendous potential to be a major economic activity generator. Disjointed and unattractive streetscape in the shopping center today is unwelcoming to pedestrian traffic. Security concerns near the transit center also are problematic.

Low density and low impact development throughout the Gateway Zone imposes challenges to rebuilding the zone as a front door to the Project Area. To that end, it is primary for the County to play an assertive role in repositioning Kenneth Hahn Plaza in support of its district-wide redevelopment strategy.



*Charles R. Drew University  
Urgent Care Clinic located in  
Kenneth Hahn Plaza.*



*Surface parking in  
Kenneth Hahn Plaza.*

## Zone 3 – Gateway (Transit and Retail Center)

### ***Challenges***

- Underperforming retail center
- Low impact and low density buildings at existing gateway site
- Poor access to transit
- Lack of “front door”
- Disjointed and unattractive streetscape
- Security concerns

### ***Opportunities***

- Acquire shopping center
- Create gateways to University and medical campus
- Improve pedestrian link between transit station and medical campus
- Build a mixed-use center
- Create a sense of place
- Incorporate health and wellness facilities
  - Library
  - Learning Center
  - Clinic
  - Fitness Center
- Develop transit-oriented housing

## Create a Sense of Place

The area in and around the transit station should be planned such that there is a sense of arrival to a place. The station should include easy pedestrian egress to various destinations that is clearly identified through signage and way finding graphics. Security concerns can be addressed through lighting and visibility improvements.

## Build a Mixed-Use Transit-Oriented Development Project

Retail uses in Kenneth Hahn Plaza should be developed facing Wilmington Avenue, the main thoroughfare, and should include more community-based and fresh, natural and healthy retailers, such as repositioned groceries and pharmacies. In order to assemble a suitable tenant mix of retail uses and services, a new market study should be conducted. Stakeholders and constituent groups in the area should be engaged and interviewed to elevate the participatory and inclusionary component of the visioning process.

In the future, retail uses will not only serve the hospital's expanded workforce, but will also support increased density in the community. A coherent plan with defined objectives, supported by the County and the community, is needed to articulate a demand model that delineates the area's opportunities, needs and goals.

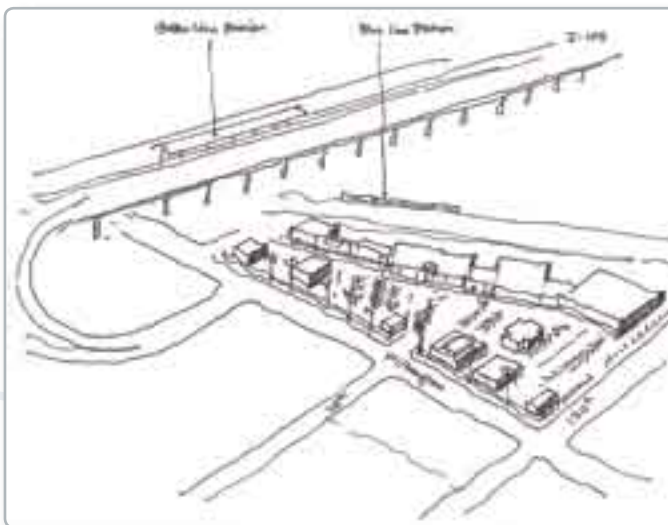
A public area or courtyard with retail storefronts along the rear of the property facing Willowbrook Avenue, instead of a surface parking lot, is encouraged. Inspiration can be taken from Plaza Mexico, a successful retail center located in Lynwood, east of the Project Area. Access to the retail center from all sides, and especially from the two-level transit station, will make this center into a true Transit-Oriented Development (TOD).

Further south, there may be opportunities for big box retail and surface parking improvements. This type of use can also generate jobs for local residents. Landscape improvements can be designed to tie the site to adjoining uses.

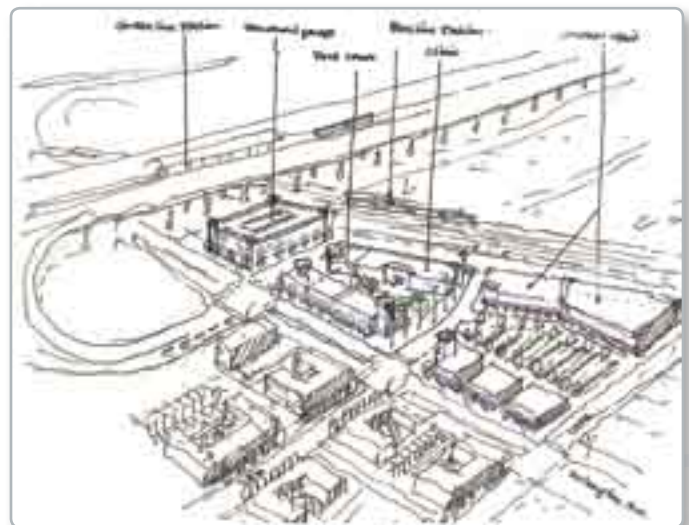
## Partner with Metro

Metro and a visionary private developer, working together, can develop a mixed-use center that successfully integrates public and private retail uses with the transit station. Strategies for shared parking should be assessed to reduce parking construction costs. A mixed-use development can include housing, retail and community amenities, such as a fitness center, library and community center.

A conceptual diagram of possible redevelopment in the Gateway Zone follows.



Existing



Proposed

## **Implementation**

### **Consolidate Leadership for All Three Zones**

For this community's vision to become a reality, it is necessary to establish a clear leadership structure that will assign responsibility and accountability to a designated person or group. Today's fragmented and piecemeal efforts will not translate into a coordinated outcome until an efficient and definitive framework is established.

### **Evaluate Effective Public/Private Partnerships**



*John Ellis, Dan Rosenfeld, and David Wong discuss the Panel's recommendations at the public meeting, June 5, 2009.*

It is unlikely that the components of the redevelopment plan will be carried out absent effective public/private partnerships for all three zones. The Panel recommends that the County consider the possibility of assembling parcels within the zones to advance implementation of the strategy for each zone.

Within the Medical Center, there may be opportunities to sell or lease public land and pursue private ownership of buildings. This could be done through a public/private contractual agreement under which the facilities are leased back to the hospital. Interested parties could design and construct new facilities that could then be leased back to the Medical Center, such as, ambulatory care facilities. Within these new facilities, community outreach, a diabetes care center, AIDS clinic and health care services could be housed.

Furthermore, the retail and residential components of the plan offer great opportunities for public/private partnerships. These partnerships could become the cornerstones for implementation of a redevelopment strategy.

### **Branding**

It is imperative to brand all three zones as a healthy community. The revival and repositioning of the Martin Luther King, Jr. Medical Center provides an opportunity to establish a new brand and to communicate a new image, both internally and externally. The Panel believes that a branding strategy needs to be an integral part of operations and needs to be tied to the overall vision for the Project Area. A concise, unified vision is required to ensure that future development is effectively guided in accordance with the strategy's conceptual goals.

By utilizing the three zone approach, it is possible to position each of the three areas as unique assets and destinations, yet allow them to serve together as interconnected components of a unified long-term strategy to improve the community, and foster healthy economic development activities.



*Supervisor Mark Ridley-Thomas convenes with community stakeholders to discuss his vision and next steps.*



## Develop a Comprehensive Business and Master Plan

Once an efficient management structure is in place for the Project Area, a comprehensive Business Plan and Development/Land Use Master Plan are needed. These will act as vehicles for coordinating leadership and responsibility, and for supervising implementation in the Project Area.

The build out of Martin Luther King, Jr. Medical Center should follow a health service-gearred Master Plan. The new Medical Center operator needs to be selected in the immediate future in order to begin the first planning phase. After the new Medical Center is fully operating, there will be new opportunities created by the hospital's demand for services. The amount of foot and vehicular traffic will determine how the adjoining uses can benefit and respond. These opportunities will include ancillary uses created by the new Medical Center and will likely result in job creation and other positive economic development impacts. A Development/Land Use Master Plan for the Educational and Research Zone and the Gateway Zone would thus be needed to address these opportunities and to ensure that they improve the overall welfare of the Willowbrook community's workforce and residents.

### Implementation

- Consolidate leadership for all three zones in one person or in a high-level steering committee
- Evaluate the creation of effective public/private partnerships for all three zones
- Brand all three zones as a model Healthy Community
- Provide for and take advantage of available opportunities from the demand created by the hospital reopening
- Prepare a Business Plan for the medical campus (Zone 1)
- Prepare a Development/Land Use Master Plan for the adjacent areas (Zone 2 and Zone 3)



*Michael Banner brings together key ideas and strategies.*



*John Ellis provides design sketches to Christine Aure and Ciara Contreras.*

## Next Steps

This report, summarizing the Urban Land Institute's two-day Technical Assistance Panel, provides an outlined conceptual framework for a three zone strategy that can guide future development at, and around, Martin Luther King, Jr. Medical Center.

This framework should be expanded into a comprehensive set of plans. A Business Plan and a Development/Land Use Master Plan are required.

These plans will most likely be implemented in phases, combining the benefits of many individual building, transportation and land use investments.

The quality and coordination of each of these investments is critical to the success of the overall plan.

Fortunately, there are at least eight significant, publicly-funded improvements underway, or in planning, for the Project Area today.

These projects, together with their start date and estimated cost, are listed below.

### Current Projects

	<u><i>Start Date</i></u>	<u><i>Estimated Cost</i></u>
<b>Metro Station Area Plan and Improvements</b>	<b>Underway</b>	<b>\$4 Million</b>
<b>Medical Campus Master Plan</b>	<b>November 2009</b>	<b>TBD</b>
<b>South Health Clinic</b>	<b>January 2010</b>	<b>\$19 Million</b>
<b>Community College Health Care Training Academy</b>	<b>January 2010</b>	<b>TBD</b>
<b>New Hospital and Emergency Room</b>	<b>September 2010</b>	<b>\$209 Million</b>
<b>New MACC</b>	<b>December 2010</b>	<b>\$145 Million</b>
<b>New Willowbrook County Public Library</b>	<b>TBD</b>	<b>\$5 Million</b>
<b>Martin Luther King, Jr. Fitness Park</b>	<b>TBD</b>	<b>\$2 Million</b>

With this momentum in place, the opportunity now exists to transform Martin Luther King, Jr. Medical Center, the Imperial/Wilmington- Rosa Parks Transit Station and the surrounding community into an urban community health center of excellence.

## ULI Los Angeles Martin Luther King, Jr. Medical Center and Surrounding Project Area Technical Assistance Panel



### **Chair**

**Michael Banner**

Los Angeles LDC, Inc.

President and CEO

### **Members**

**Peter T. Belisle II**

Jones Lang LaSalle

President, Project and Development Services

**Dan Chandler**

Chandler Partners

President

**Scott Cooper**

Sidley Austin, LLP

Partner

**Dan Cushing**

McKissak & McKissak

Executive Vice President

**John G. Ellis**

WRT | Solomon E.T.C.

Principal, Director of Urban Design

**Stephen Jones**

HOAG Hospital

Chair, Board of Directors

**Jim Lott**

Hospital Association of Southern California

Executive Vice President

**Robert E. Tarnofsky**

Continental Development Corporation

Director of Real Estate

**David Wong**

Our Castle Homes

Director of Acquisitions



**Michael Banner**  
*President and CEO, Los Angeles LDC, Inc.*

Michael Banner is President and Chief Executive Officer, and is responsible for the daily operations of the Los Angeles LDC, Inc. He has been active in community development finance for the past 15 years. Prior to this, Mr. Banner was a banking executive specializing in commercial lending with several major California banks. Additionally, he has an extensive background utilizing public funds to stimulate revitalization in distressed neighborhoods. Mr. Banner is very active in the leadership of the Urban Land Institute. He serves on its Board of Trustees and holds the special position of Inner City Advisor. In Los Angeles, Mr. Banner chaired the ULI Los Angeles Urban Marketplace real estate conference and exposition.



**Peter T. Belisle II**  
*President, Project and Development Services, Jones Lang LaSalle*

Peter Belisle is President of Jones Lang LaSalle's Project and Development Services group for the Americas. In this capacity, he oversees a staff of over 1,300 professionals handling an estimated annual project volume in excess of \$13 billion. He also provides guidance to Jones Lang LaSalle's Mexico and South America Project and Development Management teams. His responsibilities include client relationship management, fiscal performance accountability, and strategic leadership for all initiatives across the United States. Current clients include Microsoft, Sun Microsystems, Host Marriott, Abbott Corporation, Bank of America and Kaiser Permanente.

Prior to joining Jones Lang LaSalle, Mr. Belisle served as Director of Development and Program Management for The Walt Disney Company, where he successfully completed over \$230 million of development internationally. This included projects with ABC, ESPN and Go.com. Mr. Belisle was responsible for creating and implementing comprehensive delivery strategies for Corporate Real Estate. He is experienced in major markets including Southern California, New York, Florida, Canada, South America and Australia.

Mr. Belisle was a project manager for Snyder Langston where he played a key role in opening and expanding the Los Angeles branch office as well as developing a new client base. There he budgeted, developed and managed construction and renovation projects in excess of 500,000 square feet for a product mix that included commercial, retail, healthcare, and advanced technology properties. Mr. Belisle acted as a consulting development manager and owner's representative for large corporate end-users including acquisition and dispositions and creation of real estate business plans. As a project manager for Dinwiddie Construction Company, Mr. Belisle acted as project manager for a wide variety of commercial projects. Additionally, he worked with local governments and planning agencies to facilitate development projects for Fletcher Construction in Victoria, Australia.

Mr. Belisle received an M.B.A. in real estate and finance from The Anderson School at the University of California, Los Angeles (UCLA), as well as a Bachelor of Science degree in Civil Engineering from UCLA. He is registered as an Engineer in Training (E.I.T.), is a Council Member of the Urban Land Institute (ULI), and a member of the American Society of Healthcare Engineers (ASHE) and CoreNet Global.





**Dan Chandler**  
*President, Chandler Partners*

Dan Chandler has been involved in the development and construction of over \$750 million in real estate, comprised of apartments, condominiums and office buildings. Under his direction, the company has developed more first class, high-end apartments in the San Fernando Valley than any other developer or builder. He has completed some 1,000,000 square feet of office buildings, working with such companies as Columbia Pictures, Western Security Bank, Warner Brothers, and Disney. Mr. Chandler was a Colliers, Seeley Senior Partner and Manager of the Income Properties Division for the Seeley Company, specializing in the sale, syndication, and development of income-producing properties. While at Seeley, he was the company's outstanding Salesman of the Year in four of his last six years, as a partner, negotiating the brokerage and/or syndication of numerous investment properties.

Prior to joining the Seeley Company (Colliers Seeley), Mr. Chandler founded the Chandler Mortgage Company, the San Fernando Valley Mortgage Loan agent for Metropolitan Life Insurance Company via their correspondent Western Mortgage Corporation. At that time, he established two subsidiary companies engaged in new construction financing for major tract and apartment projects, and real estate development and construction. A real estate agent since 1963, Mr. Chandler is a member of the Urban Land Institute, the Society of Industrial/Office Realtors, the USC Lusk Center, the California Real Estate Association, the National Association of Realtors, the Los Angeles Realty Board, and the Los Angeles Country Club where he is a member of the Tournament Committee. He is a graduate of UCLA with a degree in Finance and Real Estate.



**Scott Cooper**  
*Partner, Sidley Austin, LLP*

Scott Cooper's practice involves full-range representation of capital markets and traditional financial institutions and other investors in transactions involving real property. Mr. Cooper's major engagements have included: representation of capital markets institutions, banks, and life insurance companies in origination of mortgage-secured loans involving all kinds of commercial properties; representation of lenders in restructuring of financing transactions and portfolio relationships involving office buildings, hotels, shopping centers and residential developments, and representing financial institutions in foreclosures and in the exercise of other remedies; representation of financial institutions in dispositions of portfolios of mortgage loans and other real estate assets; representing landlords and tenants in leasing of over one million square feet of office and retail space; and representation of developers in all phases of development of hotels, shopping centers and office buildings.

Mr. Cooper has lectured and written extensively for the Real Estate Bar, and has taught real estate finance as Adjunct Professor of Law at Whittier College Law School. He also has served as general counsel to a major national developer of hotels, shopping centers and office buildings. Mr. Cooper has served on numerous civic, charitable, and professional boards and committees. He is on the Board of Advisors of the UCLA Medical Center, Member of the Executive Committee and Chairman of the Facilities Committee.



**Dan Cushing**  
*Executive Vice President, McKissak & McKissak*

Dan Cushing has 35 years of experience in providing architecture, planning and facilities management services. Moreover, he has 28 years of experience as a Project Manager and Program Manager during the construction of complex building types including hospitals, outpatient facilities and biomedical research laboratories.

Currently, Mr. Cushing is the Senior Project Director for one of the largest renovation projects involving research facilities in the United States—the National Institutes of Health, which serves as the nation’s premier clinical research hospital and contains more than 500 biomedical laboratories. The hospital houses 350 inpatient beds including pediatrics, general medicine, adult and pediatric behavioral, self-care vaccine research, bariatric, geriatric, alcohol, surgery/transplant cardio-pulmonary, hematology-oncology, infectious disease and the departments of rehabilitation therapy, pharmacy, critical care, surgery (12 ORS including intra-operative MRI), radiology, nuclear medicine, transfusion medicine, phlebotomy, over 25 outpatient clinics, clinical pathology, anatomical pathology, radiation therapy and In vivo NMR. In this capacity, Mr. Cushing oversees complex, clinical construction projects in an urban, campus-like setting, possessing the demonstrated ability to coordinate construction activities in and around a fully functional clinical environment in a safe and efficient manner.



**John G. Ellis, AIA, RIBA**  
*Principal, Director of Urban Design, WRT | Solomon E.T.C.*

John Ellis is an architect and urban designer whose 30 years of experience embrace a wide range of projects. One important thread that ties together his work is a commitment to the principles of New Urbanism, which he helps clients apply to strategic advantage. Mr. Ellis’ work often involves developing strategies for revitalization, whether at the scale of a downtown, such as Hayward, California; a corridor that links several neighborhoods, such as Sacramento Riverfront Master Plan; or the development of a distinct neighborhood or site, such as the Mayfield Site transit-oriented development in Mountain View. Mr. Ellis’ work in Hayward was recognized with a 2002 Charter Award from the Congress of the New Urbanism.



**Steve Jones**  
*Chair, Hoag Hospital Board of Directors and Chairman/CEO, Snyder Langston*

Steve Jones provides leadership to the 14 member Board of Directors that governs Hoag Hospital. The Board provides guidance and oversight to the nonprofit, faith-based hospital with a focus on the mission to provide the highest quality healthcare services to the communities they serve.

Snyder Langston, one of the largest builders of commercial and industrial projects in the southwestern United States, is about to celebrate its 50th anniversary. The firm is at the forefront of office, industrial, retail, institutional and urban residential projects, offering clients a comprehensive approach to the real estate development and construction processes.



**Jim Lott**

*Executive Vice President, Hospital Association of Southern California*

Jim Lott is the Executive Vice President of the Hospital Association of Southern California, where he is responsible for health care policy development, advocacy, and association communications for hospitals serving Los Angeles, Orange, San Bernardino, Riverside, Santa Barbara, and Ventura Counties. He also serves on the L.A. Care Board of Governors, the Claremont University Consortium Board of Overseers, and the board of the Los Angeles Economic Development Corporation.



**Robert E. Tarnofsky**

*Director of Real Estate, Continental Development Corporation*

Bob Tarnofsky brings in excess of 25 years of executive level involvement in the development of institutional quality commercial assets. As Director of Real Estate for Continental Development Corporation, Mr. Tarnofsky is responsible for new development, acquisitions, and redevelopment activities for Continental's active portfolio, which includes in excess of 4.5 million square feet of office, R&D, retail, and lodging space located in Southern and Northern California. Highlighted projects include The Atrium at Continental Park, a 300,000 square foot Class "A" office development whose tenancies comprise the dominant players in the financial services industry; Skypark Medical Office Center, a 400,000 square foot, nine-building development being converted into a 22-acre medical office campus; and Plaza El Segundo, a 375,000 square foot promotional and lifestyle oriented retail center being developed in joint venture with Comstock Crosser & Associates and Mar Ventures.

As co-founder of the West Los Angeles based development firm Goldleaf Partners, Mr. Tarnofsky developed over 1,250,000 square feet of Class "A" commercial office and retail space, a majority of which was completed in joint venture with institutional partners. Mr. Tarnofsky is an alumnus of the University of Southern California School of Business and received his M.B.A. from the University of Colorado. He has been a full member of the Urban Land Institute and is an active member of the International Council of Shopping Centers.



**David Wong**

*Director of Acquisitions, Our Castle Homes*

David Wong was previously with a joint venture equity capital source for real estate investors and developers working with the acquisition, construction and repositioning of commercial real estate. Mr. Wong originated over \$40 million of joint venture acquisition and development, and was involved with underwriting over \$300 million of acquisition, reposition and development of office, medical office, industrial, and multifamily residential real estate.

Mr. Wong received a Bachelor of Arts degree in Business Economics from University of California Los Angeles. He is actively involved in the Urban Land Institute's Young Leaders Group where he serves as Chair of the Sponsorship Committee.



