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County of Los Angeles
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"To Enrich Lives Through Effective And Caring Service"

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November 18, 2014

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

54 of November 18, 2014


SACHI A. HAMAI
EXECUTIVE OFFICER

**DEPARTMENT OF PUBLIC WORKS:
LAC+USC MEDICAL CENTER CAMPUS MASTER PLAN
CERTIFY THE FINAL ENVIRONMENTAL IMPACT REPORT
ADOPT THE FINDINGS OF FACT AND
STATEMENT OF OVERRIDING CONSIDERATIONS
ADOPT THE MITIGATION MONITORING AND REPORTING PROGRAM
ADOPT THE CAMPUS MASTER PLAN
CAPITAL PROJECT NO. 69698
FIRST DISTRICT
(3 VOTES)**

SUBJECT

Approval of the recommended actions will certify the Final Environmental Impact Report, adopt related environmental documentation, and adopt the LAC+USC Medical Center Campus Master Plan as a guiding document.

IT IS RECOMMENDED THAT THE BOARD:

1. Certify that the Final Environmental Impact Report for the LAC+USC Medical Center Campus Master Plan has been completed in accordance with the California Environmental Quality Act and reflects the independent judgment and analysis of the County of Los Angeles; find that the Board has reviewed and considered the information contained in the Final Environmental Impact Report, including comments received during the public review period in their decision making process, prior to approving the project; adopt the Mitigation Monitoring and Reporting Program, finding that the Mitigation Monitoring and Reporting Program is adequately designed to ensure compliance with the mitigation measures during project implementation; and determine that the significant adverse

effects of the project have either been reduced to an acceptable level or are outweighed by the specific considerations of the project, as outlined in the Findings of Fact and Statement of Overriding Considerations, which findings and statement are adopted and incorporated by reference.

2. Approve the LAC+USC Medical Center Campus Master Plan described as the Proposed Project in the Final Environmental Impact Report as a policy document that will serve as a guideline for future development of facilities and services at the LAC+USC Medical Center Campus.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommended actions will certify the Final Environmental Impact Report (FEIR), adopt related environmental documentation, and approve the proposed LAC+USC Medical Center Campus Master Plan (Plan/Project).

Background

In March 2012, a consultant services agreement was awarded to Lee, Burkhart, Liu, Inc., to provide executive campus planner services for the development of the LAC+USC Medical Center Campus. Through meetings with stakeholders, community leaders, residents, and businesses surrounding the LAC+USC Medical Center Campus, planning services for the proposed Project were completed in December 2013.

The proposed Plan would be implemented over a period of approximately 25 years (2015–2040) and would guide future development on the campus and influence the delivery of healthcare services and health-related community programs (Attachment A). Development under the proposed Plan would include the construction of new or renovation of existing space for medical uses, retail space, open space, and parking. Demolition of some existing buildings and structures would be required to accommodate new development. New development under the proposed Plan could result in a total of approximately 1.725 million square feet of development throughout the campus.

The proposed Plan is divided into zones in order to provide for flexibility but controlled development and adaptive reuse of key areas. The zones are identified as adaptive reuse, community & office, biotech research, medical services, central utility, and the coroner. These areas represent the anticipated expansion of the Medical Center, including both expansion of outpatient services and potential long-term expansion of the inpatient facilities; medical center office space needs, along with community serving programs; and health related biotech research facilities. Approximately 375,000 square feet would be proposed for new outpatient buildings & office space, 330,000 square feet for a community center, retail, education, day care, and additional office space; 755,000 square feet for proposed new biotech research facilities, 130,000 square feet for workforce housing, and potentially 1,050,000 square feet for new medical services expansion.

Within the overall framework of the campus zones, open space areas are organized throughout the campus to embrace the concept of community and improve the overall health and well-being of anyone using the site. Features proposed in the Plan include a pedestrian mall and market plaza, community, educational and research gardens, a rooftop farm, event space and central plaza, artist meadows, and a bike depot pocket park.

In accordance with the California Environmental Quality Act (CEQA), environmental review is required to be completed prior to approval of the proposed Plan by the Board. On April 15, 2014, the

Board awarded a consultant services agreement to ICF Jones & Stokes, Inc., to prepare an Environmental Impact Report (EIR) for the proposed Plan, which has been completed.

Implementation of Strategic Plan Goals

The Countywide Strategic Plan directs the provision of Operational Effectiveness/Fiscal Sustainability (Goal 1), by maximizing the effectiveness of process, structure, and operations to support timely delivery of customer-oriented and efficient public services. It also directs that we ensure Community Support and Responsiveness (Goal 2), by strengthening and enhancing the County's capacity to sustain essential County services in a proactive and responsive manner. Lastly, it directs us to provide Integrated Services Delivery (Goal 3), by maximizing opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

FISCAL IMPACT/FINANCING

There will be no fiscal impact on the County General Fund at this time. We will return to the Board for approval of specific projects under the proposed Plan, which will include the details of the proposed Project.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Not Applicable.

ENVIRONMENTAL DOCUMENTATION

Initial Study and Notice of Preparation

An Initial Study was prepared for the proposed Project, in compliance with CEQA. The Initial Study concluded that there is substantial evidence that the proposed Project has the potential for significant impact on the environment in the following areas: aesthetics, air quality, biological resources, cultural resources, greenhouse gas emissions, hazards and hazardous materials, hydrology and water quality, geology and soils, recreation, population and housing, public services, utilities and service systems, land use and planning, noise, and transportation and traffic. The Initial Study determined that an EIR would be required.

The Initial Study also found that the proposed Project would have no impact or a less than significant impact on the environment in the following areas: agriculture and forestry resources, and mineral resources. Further evaluation in these areas in an EIR was not found to be warranted.

On May 19, 2014, the County distributed a Notice of Preparation (NOP) for a Draft EIR (DEIR) to the State Clearinghouse and to applicable Federal, State, regional, and local government agencies and interested parties. A public notice of the NOP was published in the Eastsider Los Angeles, Downtown News, Breaking News LA, El Sereno (Spanish) and Sing Tao (Chinese) newspapers on May 29, 2014. The notice advertised a public scoping meeting for the interested parties to receive information on the proposed Project and the related CEQA process, as well as provided an opportunity for the submission of comments. The County held a public scoping meeting on June 4, 2014, at the LAC+USC Medical Center. A total of eight agencies, in addition to the State Clearinghouse, and four interested parties submitted comments in response to the NOP and Initial

Study. All comments related to environmental issues received during the public review and scoping meeting were considered in the preparation of the DEIR.

Environmental Impact Report

The DEIR was completed and distributed to the State Clearinghouse and various other agencies and organizations on September 5, 2014, for a 45-day public review period that ended on October 20, 2014. A Notice of Availability of the DEIR was mailed directly to approximately 97 individuals and public agencies as interested parties, and was published in the Eastsider Los Angeles, Downtown News, Breaking News LA, El Sereno (Spanish) and Sing Tao (Chinese) newspapers on September 5, 2014, pursuant to Public Resources Code Section 21092 and posted pursuant to Section 21092.3. In addition, a copy of the DEIR and technical appendices were made available at the Department of Public Works in Alhambra and at several libraries surrounding the LAC+USC Medical Center. The DEIR was also posted for viewing on the internet at http://ceo.lacounty.gov/pdf/NOA_08-26-2014_final.pdf. A total of eight comment letters were received in response to the DEIR, three comment letters were received from members of the public and five were received from public agencies, including Caltrans, and the City of Los Angeles. All written comments received and responses to the comments are included in the FEIR (Attachment B). In addition, responses to comments received from public agencies were sent to those agencies pursuant to Public Resources Code Section 21092.5.

Evaluation of Alternatives

The proposed Project was evaluated along with various alternatives, in light of the Project objectives. The objectives of the proposed Project outlined in the EIR are as follows:

1. Achieve a community-friendly campus;
2. Promote healthy lifestyles and wellness;
3. Maximize access to the medical center by the community;
4. Provide opportunities for appropriate education and job training;
5. Incorporate on-campus business opportunities; and
6. Plan for future program development.

The proposed Project is recommended as the preferred alternative because the FEIR determined that the proposed Project meets all of the Project objectives, and there is no feasible alternative that would eliminate all of the significant and unavoidable impacts of the proposed Project relative to air quality, aesthetics, cultural resources, greenhouse gas emissions, noise and vibration, recreation, transportation/traffic, and utilities that is capable of meeting all of the basic objectives of the proposed Project.

In addition to the proposed Project, three other alternatives, including the no project alternative as required by CEQA, were evaluated for their ability to avoid or reduce potentially significant environmental impacts and to meet the objectives of the proposed Project. The alternatives considered were determined to represent a reasonable range of alternatives to the proposed Project.

The No Project Alternative (Alternative A) is the environmentally superior alternative because it does not result in any of the adverse environmental impacts of the proposed master plan. However, it should be noted that there could be adverse health, community, and environmental consequences from making no improvements to the existing campus and none of the medical, employment, recreational, and other community benefits that could occur under the proposed master plan, would occur under this alternative, and therefore does not meet all of the Project objectives or provide all of the comprehensive benefits of the recommended plan.

The Reduced Development Alternative (Alternative B) would be a reduced development alternative to the proposed Project. Alternative B would only include one of the proposed three new inpatient towers in the area now occupied by the Outpatient Department and Interns and Residents buildings and would only include the development of 1/3 of the Biotech Research or workforce housing buildings proposed for the west campus. This would result in approximately 211,667 square feet of development, as opposed to approximately 635,000 square feet of developed area of biotech research development under the proposed Project. This alternative would reduce most of the proposed Project's significant impacts to less than significant; however, it would not meet all of the Project objectives or provide all of the comprehensive benefits of the recommended plan.

The Individual Development Zone Construction Alternative (Alternative C) identifies distinct development zones as part of the proposed Project that would be constructed individually, rather than developing elements of the master plan on multiple zones concurrently. While this alternative would include the same elements as the proposed Project, the elements would be constructed one zone at a time. By limiting construction activity to one development zone at a time, this alternative would reduce the potentially significant construction-related impacts of the proposed master plan (some of which would be reduced to less than significant). The development zones consist of the Main Campus West, North of Mission Road, and Future Inpatient Bed Expansion zones. While this alternative would reduce the significant construction related impacts as compared to the proposed Project, and would meet the Project objectives, this alternative would prohibit the simultaneous construction of individual projects identified as necessary if they are located in different zones. Alternative C is not recommended because limiting construction to only one zone of the campus at a time may potentially result in construction occurring over a longer period of time, increasing construction costs, and delaying completion of facilities that are needed by the community. Additionally, this alternative could restrict the County from proceeding with projects located in adjacent zones that would need to overlap or be constructed concurrently because the projects are related functionally or programmatically or would need to be completed in advance of a subsequent future project.

Final Environmental Impact Report

The FEIR consists of the DEIR dated September 2014, Technical Appendices to the DEIR dated September 2014; public comment letters and Responses to Comments dated November 2014 and Clarifications dated November 2014. Except for unavoidable significant impacts in the areas of air quality, aesthetics, cultural resources, greenhouse gas emissions, noise and vibration, recreation, traffic, and utilities, all identified significant environmental effects of the Project can be avoided or reduced to a level of insignificance through the implementation of the mitigation measures identified in the FEIR.

As stated in the FEIR and attached Findings of Fact and Statement of Overriding Considerations (Attachment C), the proposed Project will result in unavoidable significant impacts to direct and cumulative air quality (construction), aesthetics (construction), cultural resources (construction), greenhouse gas emissions, noise and vibration (construction), recreation (construction), transportation/traffic (operation), and utilities (operation), but such impacts have been reduced to the extent feasible.

Consequently, in accordance with Section 15093 of the State CEQA Guidelines, a Statement of Overriding Considerations has been prepared to substantiate the County's decision to consider as "acceptable" the unavoidable adverse environmental effects on the grounds that they are outweighed by the benefits of the proposed Project.

Mitigation Monitoring and Reporting Program

A Mitigation Monitoring and Reporting Program (MMRP) consistent with the conclusions and recommendations of the FEIR has been prepared and is attached (Attachment D). The MMRP identifies in detail the manner in which compliance with the measures adopted to mitigate or avoid potential adverse impacts of the proposed Project to the environment will be ensured and its requirements have been incorporated into the conditions of approval for this proposed Project.

The location of the documents and other materials constituting the record of proceedings upon which the Board of Supervisors' decision is based in this matter is the County of Los Angeles, Chief Executive Office, located at the Kenneth Hahn Hall of Administration, 500 West Temple Street, Room 754, 7th Floor, Los Angeles, CA 90012. The custodian of such documents and materials is Ms. Christine Frias, Chief Executive Office.

The proposed Project is not exempt from payment of a fee to the California Department of Fish and Wildlife pursuant to Section 711.4 of the Fish and Game Code to defray the costs of fish and wildlife protection and management incurred by the California Department of Fish and Wildlife. Upon the Board's certification of the FEIR, Department of Public Works will file a Notice of Determination in accordance with Section 21152(a) of the California Public Resources Code and pay the required filing and processing fees with the Registrar-Recorder/County Clerk in the amount of \$3,029.75.

As individual projects are identified in the future for implementation under the guidance of the Plan, further review under CEQA will occur to determine whether further CEQA documentation is necessary. CEO will return to the Board for approval of any future projects recommended under the Plan along with appropriate recommendations under CEQA.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

N/A

CONCLUSION

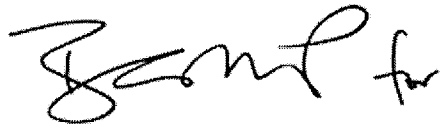
Please return one adopted copy of this Board letter to the Chief Executive Office, Facilities and Asset Management Division; Department of Health Services, Capital Project Division; and the Department of Public Works, Project Management Division I.

The Honorable Board of Supervisors

11/18/2014

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Respectfully submitted,

A handwritten signature in black ink, appearing to read "W. Fujioka for". The signature is cursive and somewhat stylized.

WILLIAM T FUJIOKA

Chief Executive Officer

WTF:SHK:DJT

SW:CF:zu

c: Executive Office, Board of Supervisors
County Counsel
Health Services
Public Works