

HHEALTH
IINNOVATION
CCOMMUNITY
PPARTNERSHIP

50th Meeting

Jan. 7th, 2022

Monthly Meeting
January 7, 2022

Reunión mensual
7 de enero de 2022

HICP Guiding Principles

(from our Vision
and Mission
document)

1. All participants agree to basic principles prioritizing equity, community resilience, and health in all programs and projects.
2. All participants agree to approach issues with an open mind, be willing to engage in dialogue, and commit to thinking boldly about solutions.
3. Participants will state views and ask genuine questions.
4. Participants will seek to avoid monologues and arguments; move to conversations where participants are curious and seek to understand various points of view.
5. Participants will explain reasoning and intent; share how we reach our conclusions so that others can understand our divergent reasoning.
6. Participants will attack the problem and not the person, organization, or institution.
7. Participants will define key terms so that we can attain a shared understanding.
8. Participants will share all relevant information.
9. Participants will always arrive prepared for the meeting.
10. During meetings, only one person speaks at a time; we will not engage in sidebar conversations.
11. Participants will work to develop a comprehensive, common set of information with which to solve problems and make decisions.
12. Participants will jointly design next steps.

Agenda

| 8:45 | Welcome, Meeting Overview and Guiding Principles | Bienvenida, resumen de la junta y principios rectores |
|-------|---|---|
| 8:50 | Celebrating HICP's 50th Meeting | Celebración de la 50^a reunión del HICP |
| 9:00 | Supervisor Hilda L. Solis | Supervisora Hilda L. Solis |
| 9:15 | LAC+USC Medical Center Update | Actualización del Centro Médico LAC + USC |
| 9:30 | Transportation Update | Actualización de transporte |
| 9:45 | LA County Redistricting | La redistribución de distritos del condado de Los Ángeles |
| 10:00 | Care First and Community Investment | Cuidado primero e inversión comunitaria |
| 10:15 | General Hospital Feasibility Study Relaunch | Relanzamiento del estudio de viabilidad del hospital general |

2017-2022



Celebrating 5 Years and 50 Meetings!

¡Celebremos 5 años y 50 reuniones!

Rosa Soto and Heather Hays, LAC+USC Medical Center Foundation, Inc.

2017-2022

OUR FOUNDING:

- Board Motion by Supervisors Hilda Solis and Sheila Kuehl – March 14, 2017 that describes:
- “An opportunity to build and develop a master complex of healthcare innovation, restorative care and restorative justice.”
- “As anchor institutions, LA County and USC must commit to a process that prioritizes meaningful community engagement and delivers equitable development, investment and services that benefit current residents.”
- Directs the CEO to initiate an ongoing partnership process to “define shared vision, goals and metrics for success of the health and health sciences complex, and ensure that the use of County asset and development in the area is responsive to community needs and priorities, and tied to near and long-term community benefits.”

2017-2022

Effective Structure

- Trusted Convener

- Diverse Partners

- Governance & Decision-Making Processes




Informed & Engaged Community

Residents are given meaningful opportunities to:

- access & evaluate information,
- collaborate,
- endorse & inform decisions



Meaningful Community Benefits

- Policies, programs, & projects that intentionally benefit the community through the lens of 7 priority areas



2017-2022

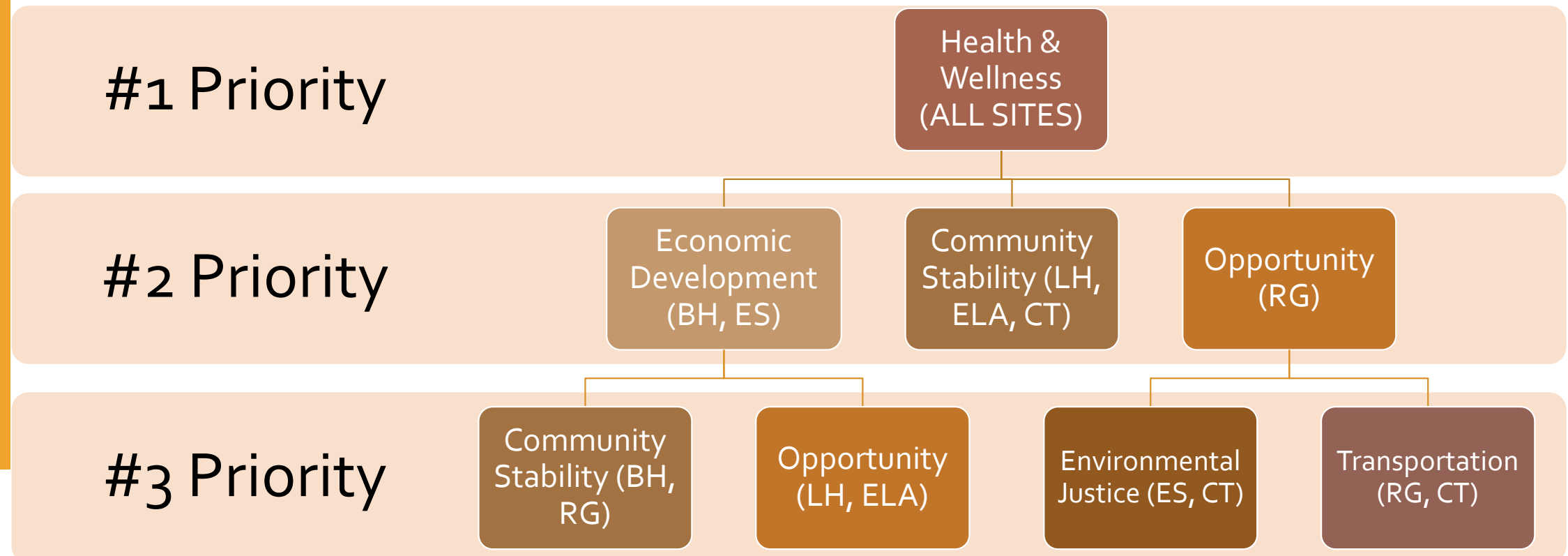
OUR FIRST YEARS:

- First meeting – July 14, 2017
- 40 invited members representing County agencies and community leaders
- Partnership members were selected to bring diverse but balanced perspectives to the work
- Members authentically engage in discussion and review of development opportunities and public planning in a collaborative environment
- The process is open and transparent – meetings are open to all
- Drafted vision statement and ground rules
- Studied multiple county projects: LAC+USC Restorative Care Village, Alcazar Yards, Central Juvenile Hall, Bioscience Corridor

2017-2022

COMMUNITY ENGAGEMENT

| Date | Community | Location | # of Attendees | # of Comments |
|-------------------|-----------------|---------------------------------|----------------|---------------|
| January 31, 2019 | Boyle Heights | Boyle Heights City Hall | 98 | 94 |
| February 28, 2019 | Lincoln Heights | Lincoln Heights Senior Center | 85 | 91 |
| March 7, 2019 | El Sereno | Woodrow Wilson High School | 75 | 101 |
| April 11, 2019 | Ramona Gardens | Santa Teresita Church | 75 | 105 |
| April 25, 2019 | East LA | Centro Maravilla Service Center | 45 | 55 |
| June 5, 2019 | City Terrace | City Terrace Park Gymnasium | 125 | 183 |



2017-2022

DELIVERING COMMUNITY BENEFITS:

- Local and Targeted Hire Subcommittee
- Job Resource Fair – 05.18.19
- General Hospital Feasibility Study
- Restorative Care Village
- 3rd and Dangler



2017-2022

POLICY SUCCESSES:

- Community Benefits for County Economic Development Projects Policy (Community Benefits Policy)
- Opportunity Zones: Development of County Strategies for Social Impact
- Countywide Local and Targeted Worker Hiring Policy
- Developing a Bioscience Overlay Zone
- Women's and Children's Hospital Demolition project
- Feasibility of repurposing the LAC+USC General Hospital Building for housing and mixed-use purposes
- Expanding capacity to better serve the health, well-being and socio-economic needs of Los Angeles County's vulnerable residents (Restorative Village Policy)
- Community Participation on Economic Development Projects

2017-2022

WHY WE ARE HERE:

We share a vision and a commitment to create a sustainable, inclusive Partnership model that engages community, County and anchor institutions in a planning and review process for new developments and projects that results in a healthier community for all in the near and long-terms.





Vision for Los Angeles

Supervisor Hilda L. Solis, Chair of the Los Angeles County Board of Supervisors and Supervisor, First District

HEALTH
INNOVATION
COMMUNITY
PARTNERSHIP

50th Meeting

Jan. 7th, 2022

Reflections and Partner Sharing

What has HICP meant to you?

What is your favorite success story or accomplishment?

Transportation

Transporte

Transportation Update

Actualización de transporte

Martin Reyes, Office of Supervisor Hilda L. Solis

LAC+USC

LAC+USC Medical Center
Update

**Actualizaciones del Centro Medico de
LAC+ USC**

Edgar Solis, Chief Operating Officer

LA County

LA County Redistricting Update

**Actualización sobre la redistribución
de distritos del condado de Los
Ángeles**

Waqas Rehman, Office of Supervisor Hilda L. Solis

Safety

La Seguridad

Care First and Community Investment

**Cuidado primero e inversión
comunitaria**

Rosa Soto, LAC+USC Medical Center Foundation

*Myles Meshack and Jose Miguel Ruiz, LA County ATI
Office*



LOS ANGELES COUNTY
ATI OFFICE



Alternatives to Incarceration

"Care First, Jails Last"

ALTERNATIVES TO INCARCERATION OFFICE

Care First, Community Investment Advisory Committee

HICP Meeting: January 7, 2022: 8:45 – 10:45AM

Welcome & Introduction



Panel

- Rosa Soto, CFCI Advisory Committee Member (SD1)
- Myles Meshack, CEO-Alternatives to Incarceration (ATI) Office

Background

Myles Meshack

Background

Background

- On November 3, 2020, the voters of Los Angeles County (County) approved Measure J which amended the County's charter to require that the County set aside at least 10% of the County's locally generated unrestricted revenues to be used for direct community investment and alternatives to incarceration.
- One week later, the Los Angeles County Board of Supervisors' (Board) adopted Measure J, and created the Measure J "Re-Imagine LA" Advisory Committee which was charged with soliciting public opinion and developing spending proposals for the Measure J investments
- On April 20, 2021, the Board adopted a recommendation from the LA County Chief Executive Officer (CEO) allocating \$100M as the first year down payment for Measure J.

Background

Background (continued)

- On June 17, 2021, the Los Angeles Superior Court tentatively ruled that Measure J is constitutionally invalid as it interferes with the Boards' authority under State law to establish the County's budget. However, the decision does not prevent the Board from adopting a budget in line with Measure J's provisions. Following this ruling, the County began referring to Measure J as "Care First Community Investment" (CFCI).
- In addition to the \$100 million in CFCI funds, the Board also approved the allocation of over \$87 million additional American Rescue Plan (ARP) funds for direct community investments and alternatives to incarceration within the meaning of Measure J/CFCI.

Background

Background (continued from previous page)

- On August 10, 2021, the Board adopted a motion officially disbanding the Measure J “Re-Imagine LA” Advisory Committee and creating the new Care First and Community Investment Committee. The CFCI Advisory Committee shall replace the Measure J “Re-Imagine LA” Advisory Committee and shall be comprised of County representatives; community-based, philanthropic, and/or advocacy organizations; labor partners; and individuals with lived experience or direct knowledge of the criminal justice, homeless, or foster care systems due to a family member’s experience.

Measure J Overview

LA County Voters
approved
MEASURE J
in the November
2020 Election

Measure J mandates at least
10% of the County's locally
generated, **UNRESTRICTED**
funding be appropriated
towards

**DIRECT COMMUNITY
INVESTMENT &
ALTERNATIVES TO
INCARCERATION**

LA County has 3 years to build up to the **10% TARGET**, so that
by FY 2023-24 the full 10% allocation is incorporated annually

RESTRICTED FUNDS refer generally to \$\$ required to finance
mandatory fixed costs over which County lacks discretion (e.g.,
legal settlements, debt service payments, public assistance,
contractual agreements, and others)

DIRECT COMMUNITY INVESTMENT

1. Youth Development & Education
2. Workforce Development
3. Small Business Development For Minority-Owned Businesses
4. Rental Assistance & Housing Supportive Services
5. Capital Funding (Housing)

ALTERNATIVES TO INCARCERATION

6. Pre-Trial Non-Custody Services & Treatment
7. Community-Based Health Services
8. Non-Custodial Diversion & Reentry Programs
9. Community-Based Restorative Justice Program

Wrap-Up & CFCI Information



Please visit <https://ceo.lacounty.gov/ati/> for additional CFCI information including meeting materials (agendas, presentations, minutes, etc.)

Next CFCI Advisory Committee Meeting: January 20, 2022

If you would like to be added to the ATI or CFCI distribution list, please send an email to: ati@lacounty.gov

or sign up at <https://ceo.lacounty.gov/ati/>

CFCI and ARP funding opportunities may be located at <https://ceo.lacounty.gov/recovery/contract-opportunities/>

General Hospital Feasibility Study Relaunch

Relanzamiento del estudio de viabilidad del hospital general

Alex Villalobos, Barrio Planners Inc.

Heather Hays, LAC+USC Medical Center Foundation, Inc.

GENERAL HOSPITAL FEASIBILITY STUDY

Health Innovation Community Partnership

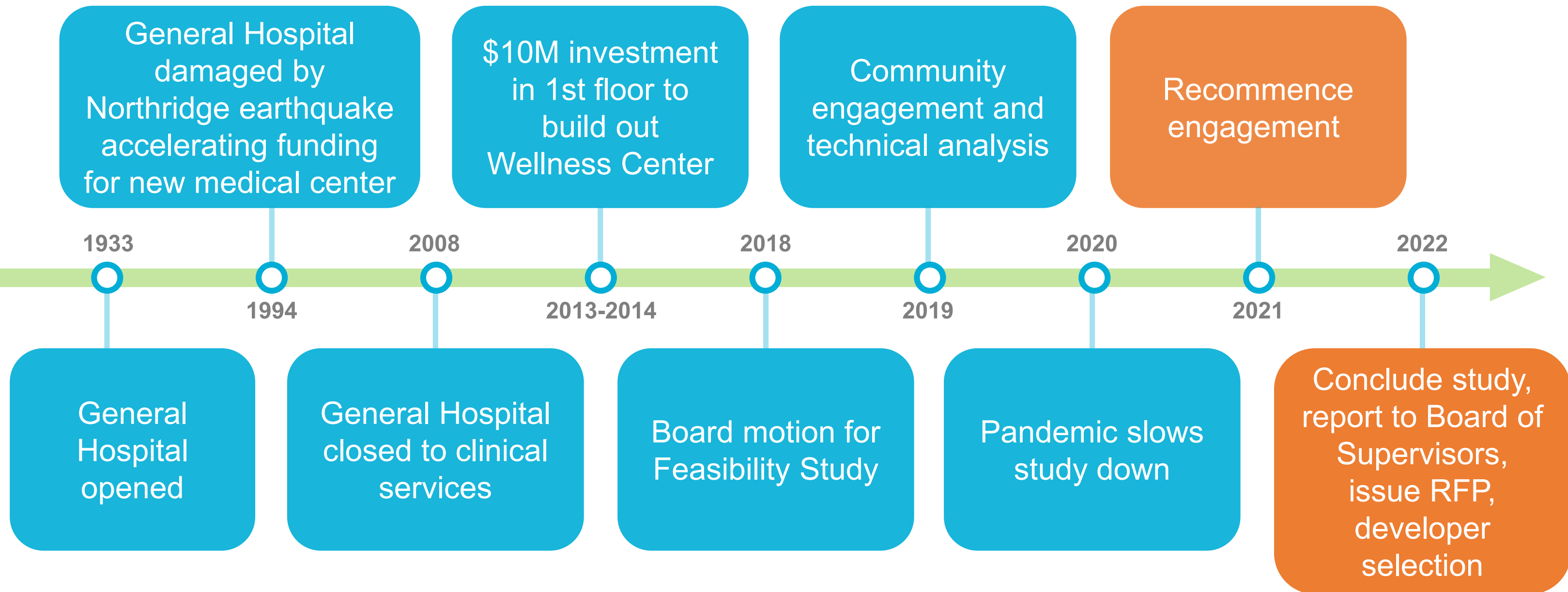
January 7, 2022





>Welcome
Alex Villalobos

Where we are now and how we got here....

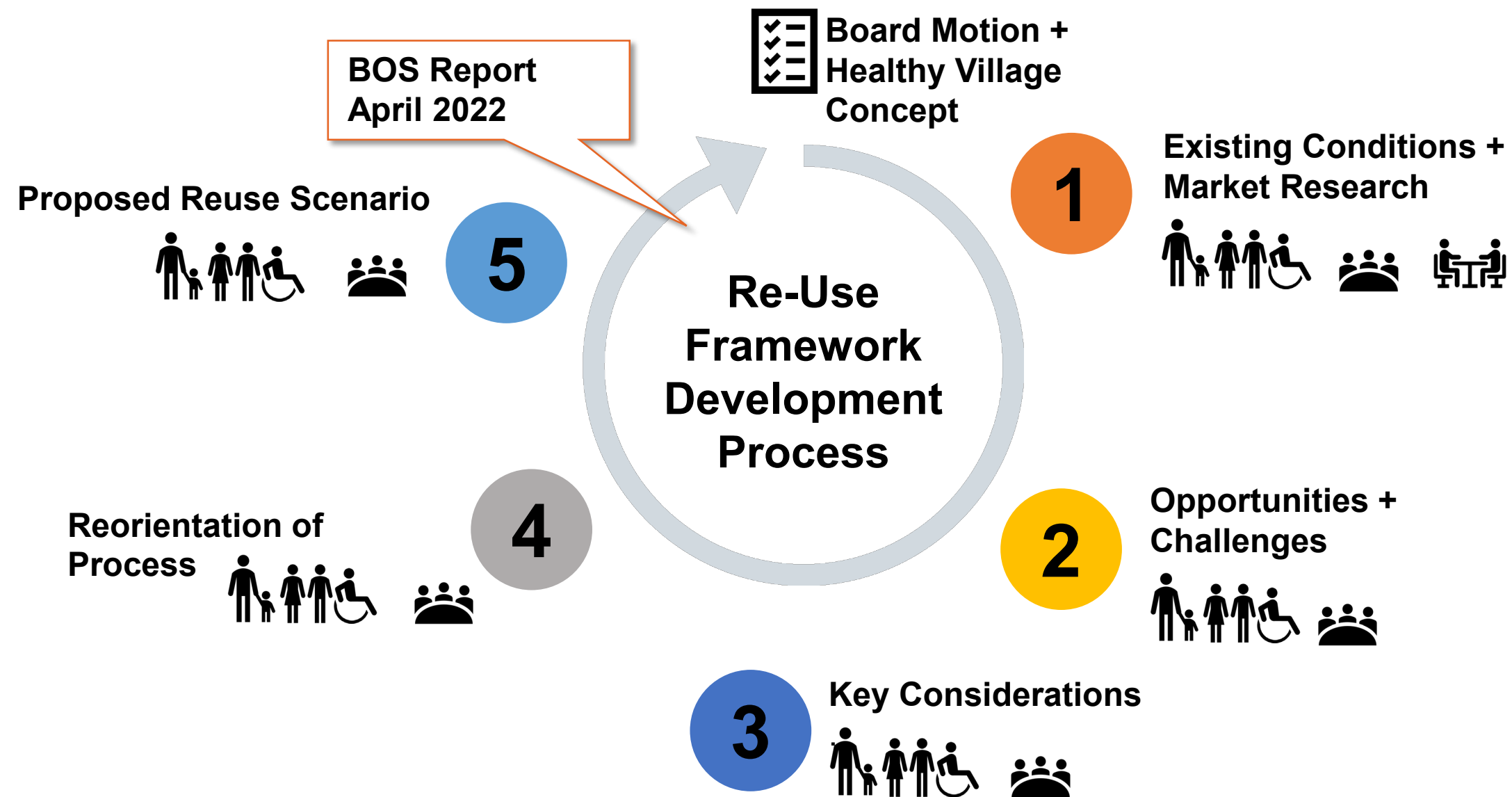


The Study Direction

- Bring iconic County **asset back to life**
- Address the County's **tremendous need for housing**
- **Complementary services** to the LAC+USC Foundation's Wellness Center and Restorative Care Village
- Mission-aligned reuse as a **housing and mixed-use campus**
- Promote the **Healthy Village Concept**:
 - Focus on a **Whole Person Care** concept
 - Support a **healthy, resilient and economically prosperous community in East LA**
 - Help vulnerable populations
- **Develop an example of what's possible: a Reuse Framework**
- **Accelerate the study timeline** to make-up lost time and take advantage of potential funding streams that have become available this year
- **Move to the Request For Proposals (RFP) phase and attract creative, best in class proposals from multiple developers to ensure the project moves forward quickly**
- **Ensure community voices are central to the study and future phases**



General Hospital Feasibility Study Process



Each icon above represents where one or more of these methods has informed the scenario development process:



Community Input
 Steering Committee
 Informal Discussions
 Additional Meetings
 Community At-Large Meetings
 Health Innovation Community Partnership



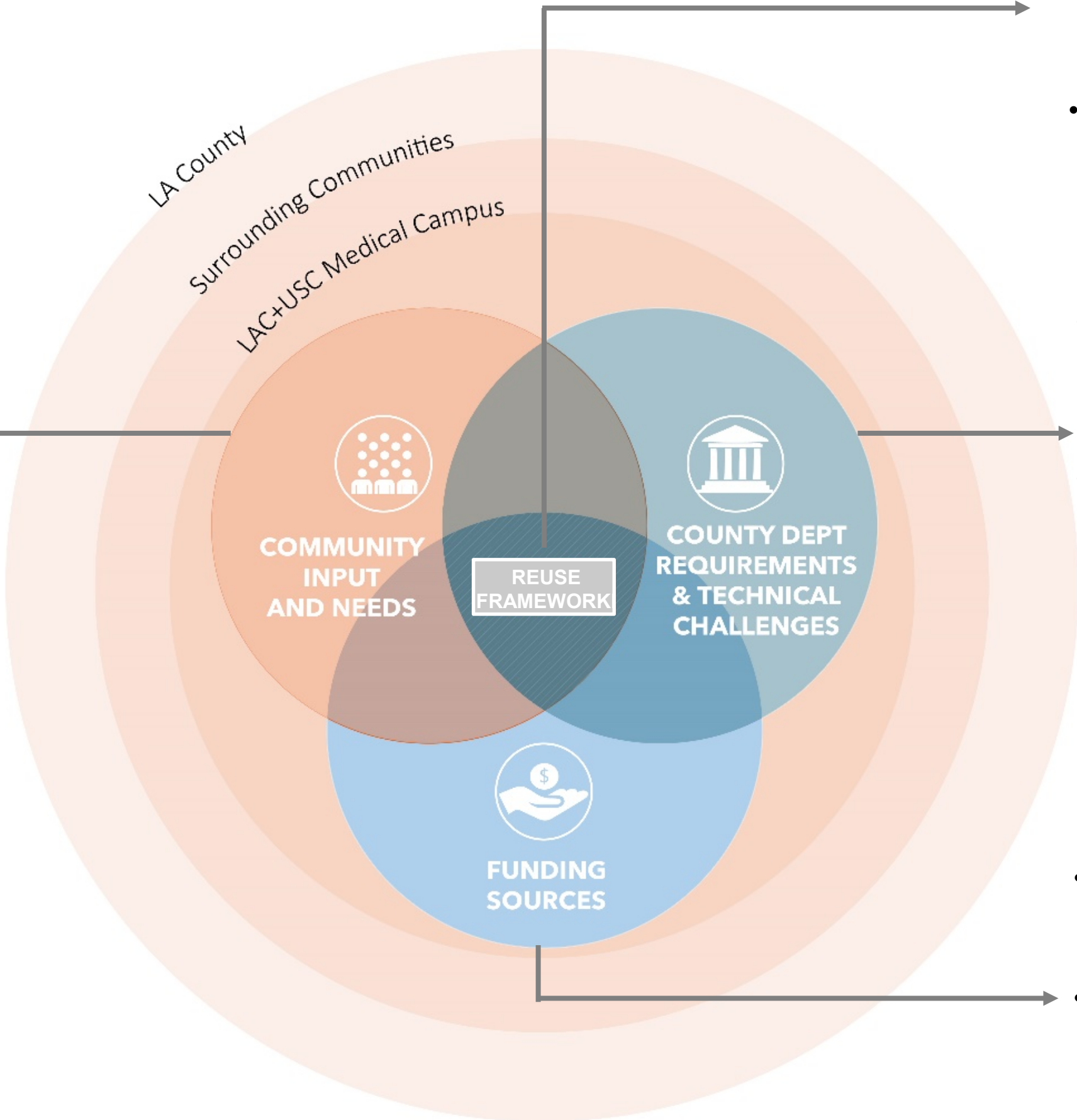
County Input
 Supervisorial District 1
 County CEO's Office
 County Departments



Interviews
 County Staff
 Housing Experts
 Developers

Balancing Input and Needs

- Community needs and priorities have been voiced through multiple community engagement efforts
- Community engagement will continue as the study moves into future phases



- **Reuse Framework** will address community input and needs, technical challenges, and funding sources
- Ultimately, the Board of Supervisors will determine next steps
- Making necessary and extensive repairs and improvements is challenging because of the historical status of structures
- County plans to maintain ownership of land and structures and will have future requirements for health services expansion and various department needs
- Repurposing General Hospital and developing West Campus will cost 100s of millions of dollars
- Multiple funding sources will need to be pursued: federal, state, County, private and revenue-generating uses

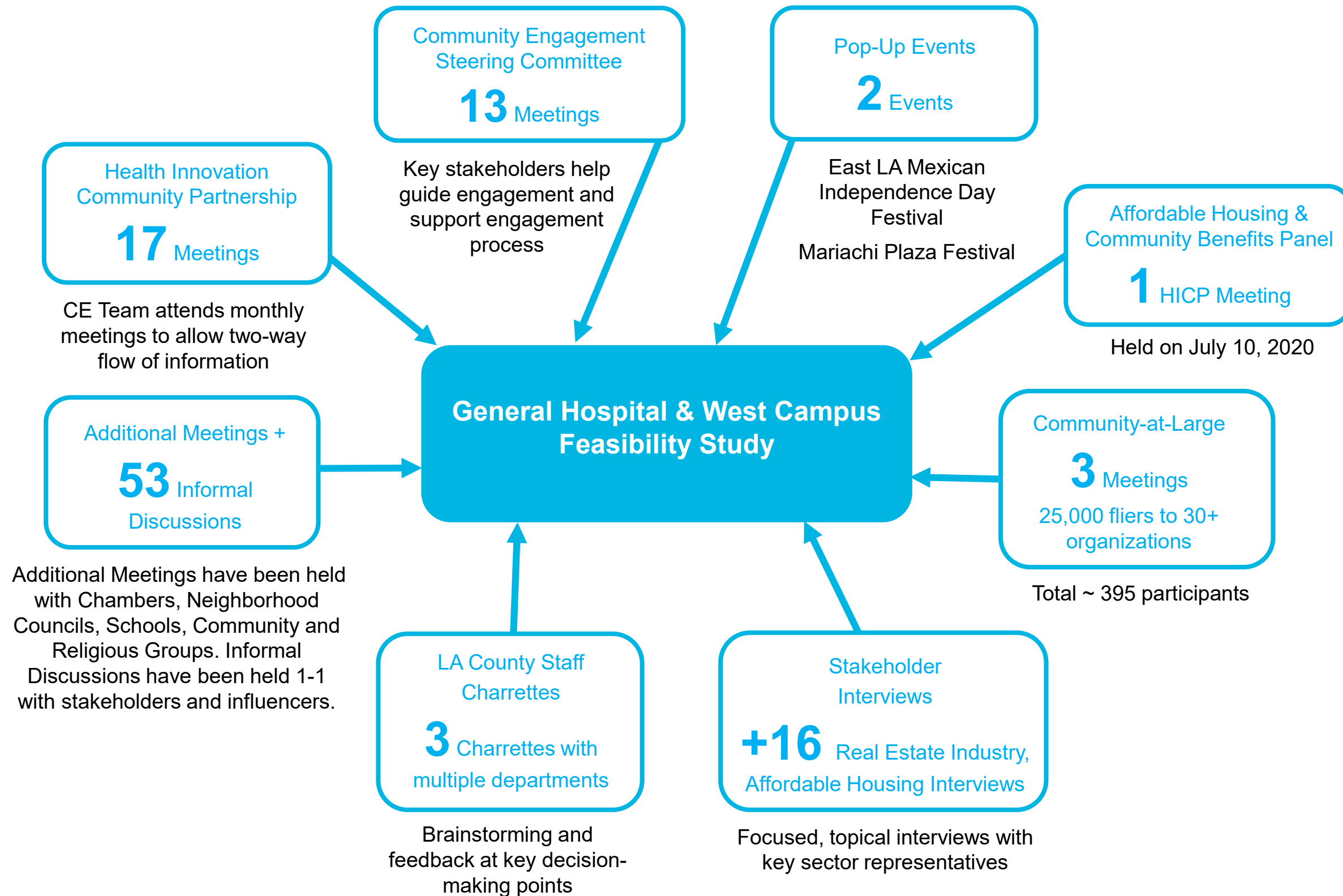
Community Engagement Purpose and Goals

The General Hospital Feasibility Study Community Engagement strategy helps to ensure the outcomes of the study reflect input, participation and perspectives from a variety of stakeholder groups. This is accomplished as we work together to:

- Collaborate on various outreach activities to inform the study
- Share the goals of the study and build community support
- Provide numerous opportunities for the surrounding communities and other stakeholders to offer their ideas and share their vision, values, and needs in relation to the reuse of General Hospital and West Campus



Community Engagement Overview 2019-2020



Key Community Issues Identified Through Community Engagement*

- Homelessness
- Affordable Housing for Lowest Income Neighbors
- Mental Health
- Gentrification and Displacement
- Long-Term Economic Security/Cultural Continuity & Resilience
- Food Security/Grocery Stores
- Transportation/Parking
- Environmental Justice/Pollution
- Social Justice
- More Open Space
- Bioscience
- Need for Equity Framework
- COVID-19 Specific Stressors
- High Unemployment

**List is not in priority order*

Community Engagement in Action



165
Participants

June 13, 2019
East Los Angeles Skills Center



125
Participants

September 19, 2019
City Terrace Park Community Room

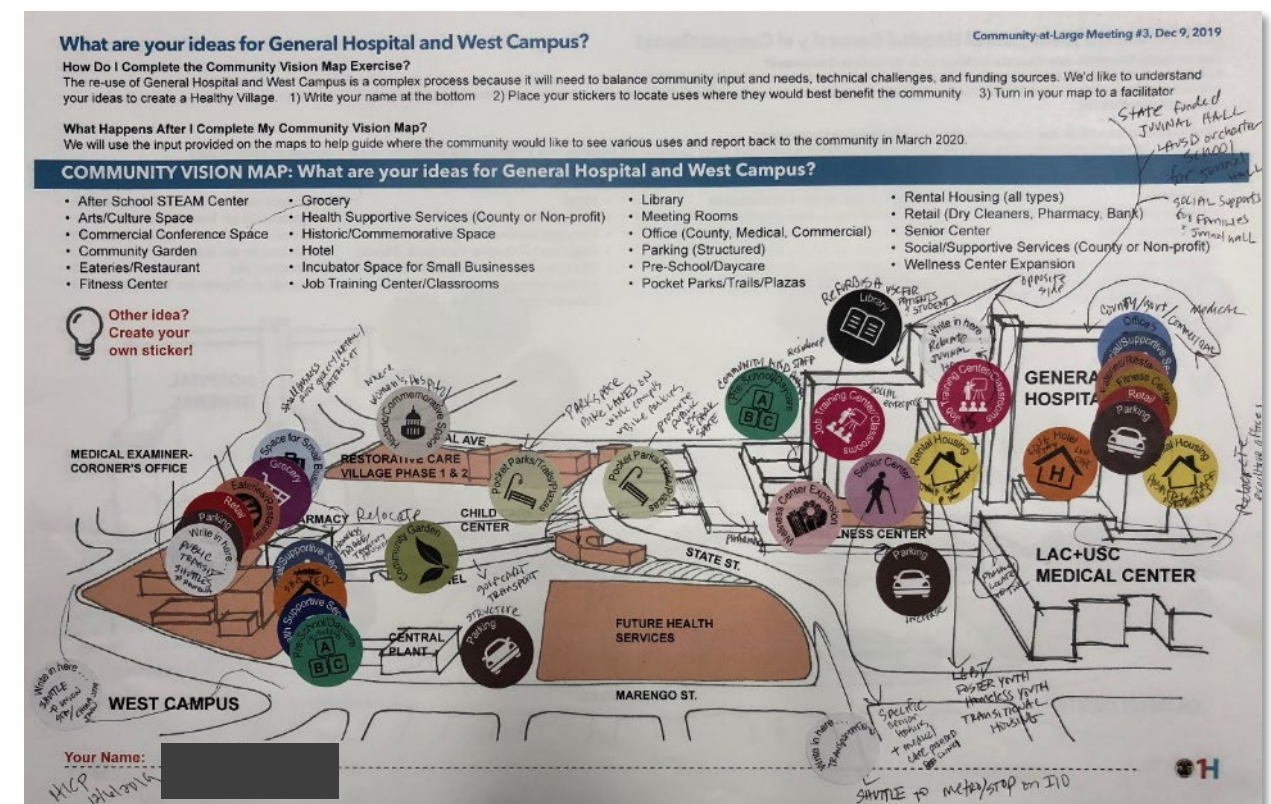
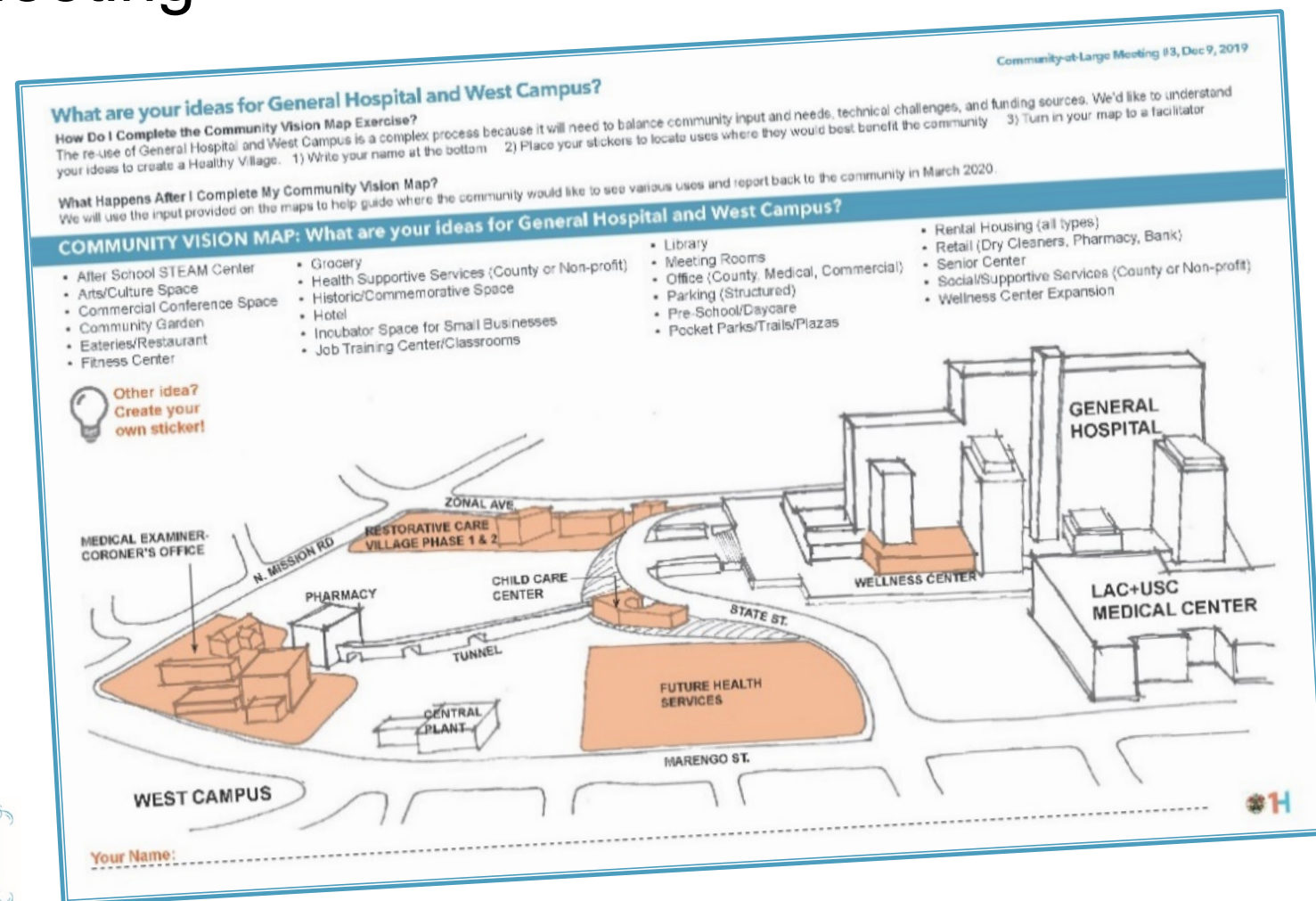
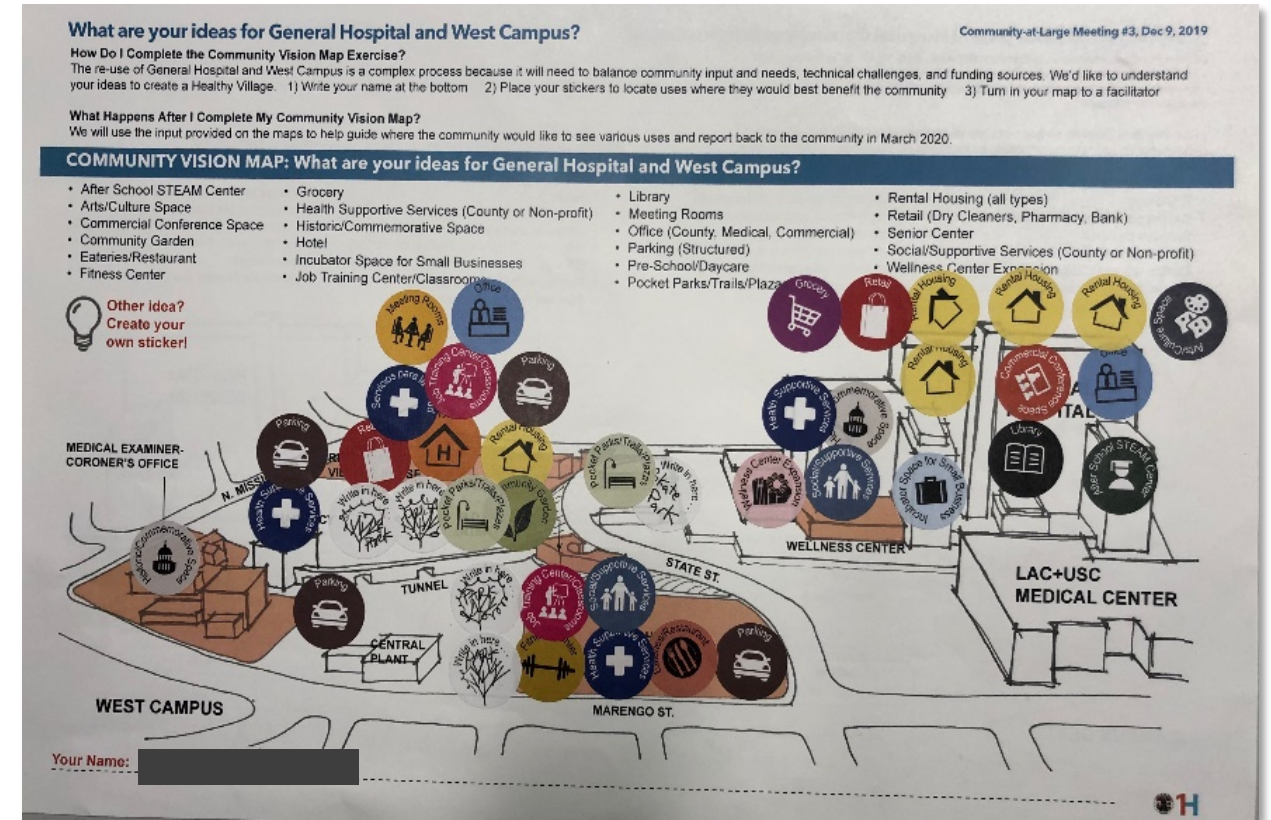


105
Participants

December 9, 2019
Hollenbeck Middle School
75 in-person /30 via livestream

Community Vision Mapping Activity

Developed in partnership with the CESC, piloted at the Health Innovation Community Partnership December 2019 meeting, and shared with community at the December 9, 2019 Community At-Large Meeting



What We Heard

“Thank you for the concerted effort to install new life and objectives to the General Hospital and make it relevant to L.A. for the future.”

“I’m a local business owner in Boyle Heights. I have personally seen the economic struggles that our local businesses face due to the lack of parking and the heavy concentration of low income housing. I support a balance of economic development and social justice. Without a balance our local businesses will not survive economically and be able to provide jobs.”



“I...believe continual programming opportunities such as dance, art, support groups, etc. such as the ones already happening at The Wellness Center are also critical to community empowerment.”

How Has Community Input Influenced the Study Process?

Expansion of study area to include West Campus

- Supervisor directed to allow study to better address Healthy Village Vision and support County requirements and community needs

Adjustment of the study timeline

- Allowed for more community input and feedback opportunities for first 18 months

Greater allocation of square footage for community serving spaces

- Through community feedback process, community serving space needs have been identified and greater total square footage allocated into Reuse Framework

Inclusion of Community Vision Mapping

- Unique feedback approach identified community-driven spatial allocation of various uses that will be identified in the Reuse Framework and then reported back to the Board of Supervisors

Expedited completion of study to issue RFP

- Emphasis on affordable housing

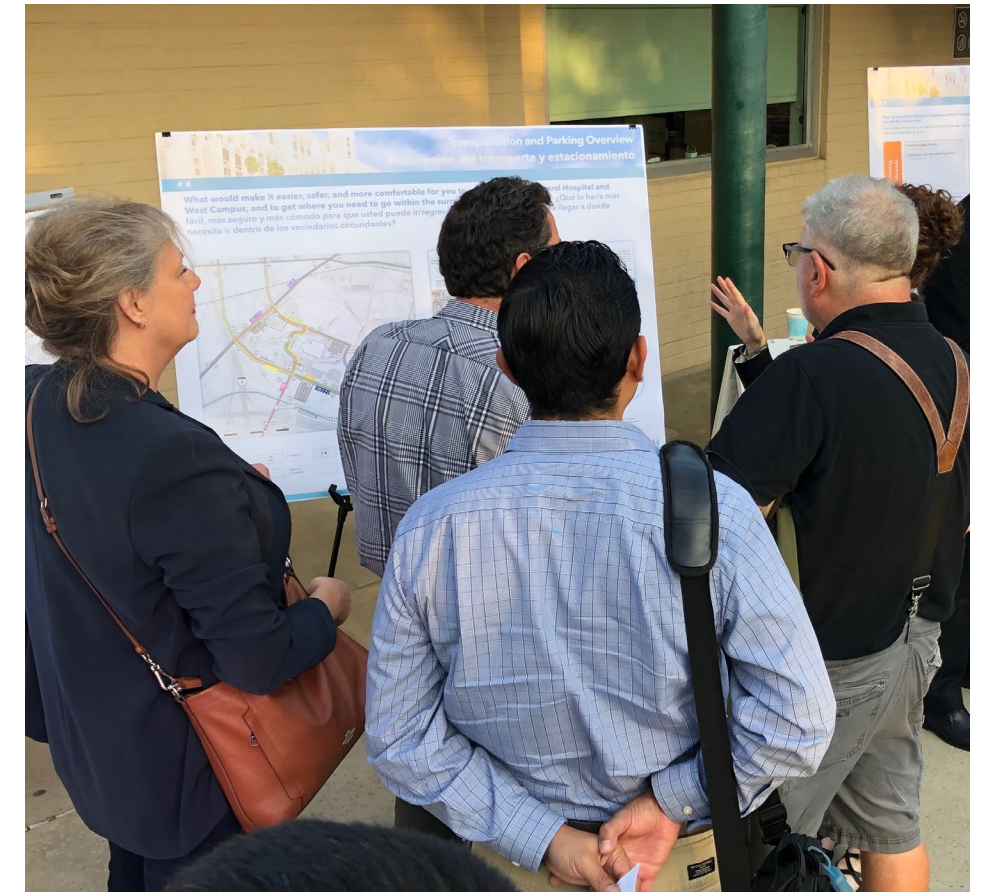
Ongoing community input during RFP phase and developer selection

Note: The Reuse Framework will provide an example of possible reuses. The RFP will identify some minimum requirements and then developers will have some flexibility regarding how they reimagine uses.

How Has Community Input Influenced the Approach to Housing?

Community input has pushed the study to:

- Exceed typical rates of affordable housing
- Increase the number of 3-bedroom units
- Incorporate minimum requirements for percentages of affordable housing and preferred ranges of affordable units to be included in the RFP
- Conduct detailed analyses and creative approaches to incorporate affordable housing mixes at deeper levels of affordability
- Hosted an Affordable Housing & Community Benefits Panel at July 10, 2020 HICP Meeting featuring Ozzie Lopez (Moderator), Bea Stotzer, Manuel Bernal, and Paul Peninger



How Has Community Input Influenced the Approach to Community-Serving Spaces?

- Increased emphasis of community serving space overall
- Recommendations to reflect community interests such as:
 - Retail may include local and healthy food options, restaurants, and vendors
 - Office space may include entrepreneurial opportunities, business incubator, social enterprise and local business expansion
 - Hospitality options may focus on non-profit or low-cost lodging to support patients and families (e.g., an extended stay hotel with discounted rates)
- Inclusion of transportation and mobility access improvements (e.g., local shuttles, walking paths, bike paths, and enhanced ADA accessibility; targeting improved mass transit connections to campus)
- Open and green spaces for public use
- Addition of commemorative and cultural arts spaces

County Input and Considerations

- County will maintain ownership of land and structures
- County needs to continue to operate multiple public facilities nearby, and on the campus, to include the world-class LAC+USC Medical Center
- Leverage County asset to support Board priorities such as expanding the supply of affordable housing
- Maintain unique historic asset on a long-term basis
- Feasibility Study will support an RFP process that leads to best-in-class proposals from qualified developers



Technical Challenges

General Hospital

- Old, large and needs renovations
- 89 years old
- 19 stories, 1.2 million square feet
- Largely vacant
- Needs environmental remediation and structural improvements
- Needs comprehensive renovation
- Eligible for National Register of Historic Places (adds complexity and expense to renovate and/or change)

West Campus

Need to sustain core functions

- Continue to operate multiple public facilities on the campus, including the world-class LAC+USC Medical Center
- Restorative Care Village Phase 1 (opening in 2022)
- Restorative Care Village Phases 2 and 3
- Central utility plant
- Helipad
- Accessibility and easements
- Parking

Larger Context: Landscape of the Healthy Village

Multiple Projects:

- Restorative Care Village Phase 1- opening 2022; 160 beds; Future Phases include affordable housing (up to 300 units; includes 120 permanent supportive housing)
- Childcare Center
- General Hospital & West Campus Reuse Feasibility Study

Multiple Uses/Needs:

- Recuperative care
- Wrap-around services
- Affordable housing
- Community services
- Parking and access
- Green spaces
- Office and retail
- Hospital/healthcare expansion
- County office space
- Economically vibrant/resilient community



Community Engagement 2022

Regular Community Engagement Team efforts

- Monthly Community Engagement Steering Committee (CESC) Meetings
- Health Innovation Community Partnership (HICP) Monthly Meetings
- Social media outreach, website and media opportunities
- 2 Bilingual Community-at-Large Meetings

Ad Hoc Community Engagement and Education

- Pop-up events including The Wellness Center 8th Anniversary
- Presentations at community meetings



After the report is delivered, the Board of Supervisors will determine next steps that will lead to new community-engagement opportunities in the post-Study phases, such as RFP and subsequent developer selection

https://www.hicpla.org/general-hospital-feasibility-study

Engaging community voices and perspectives in projects located on and around the LAC+USC Medical Center campus

HICP | General Hospital Feasibility Study | Restorative Care Village | Women's & Children's Hospital | Child Care Center | More

GENERAL HOSPITAL FEASIBILITY STUDY

General Hospital & West Campus Feasibility Study

"When I look at this iconic structure, I see much more than an architectural gem: I envision a thriving community facility proactively helping people suffering from homelessness and other disadvantages get back on their feet."

– Supervisor Hilda L. Solis, First District, Los Angeles County

Do you follow us on social media?

JOIN MAILING LIST | REQUEST PRESENTATION | UPCOMING EVENTS | PROJECT LIBRARY

Facebook | Instagram | Twitter | YouTube

Resource Library

Community-at-Large Meeting 1
June 13, 2019 | East Los Angeles Skills Center

Flyers:
[English](#) | [Spanish](#) | [Cantonese/Mandarin](#)

Presentation:
[English & Spanish](#)

[Photos](#)

[Video](#)

Community-at-Large Meeting 2
September 19, 2019 | City Terrace Park

Flyers:
[English](#) | [Spanish](#) | [Cantonese/Mandarin](#)

Presentations:
[English & Spanish](#) | [Cantonese/Mandarin](#)

[Photos](#)

[Video](#)

Community-at-Large Meeting 3
December 9, 2019 | Hollenbeck Middle School

Flyers:
[English](#) | [Spanish](#) | [Cantonese/Mandarin](#)

Presentation:
[English & Spanish](#)

Vision Map
[English & Spanish](#) | [Cantonese/Mandarin](#)

[Photos](#)

[Video](#)

Community-at-Large Meeting 4
TBD

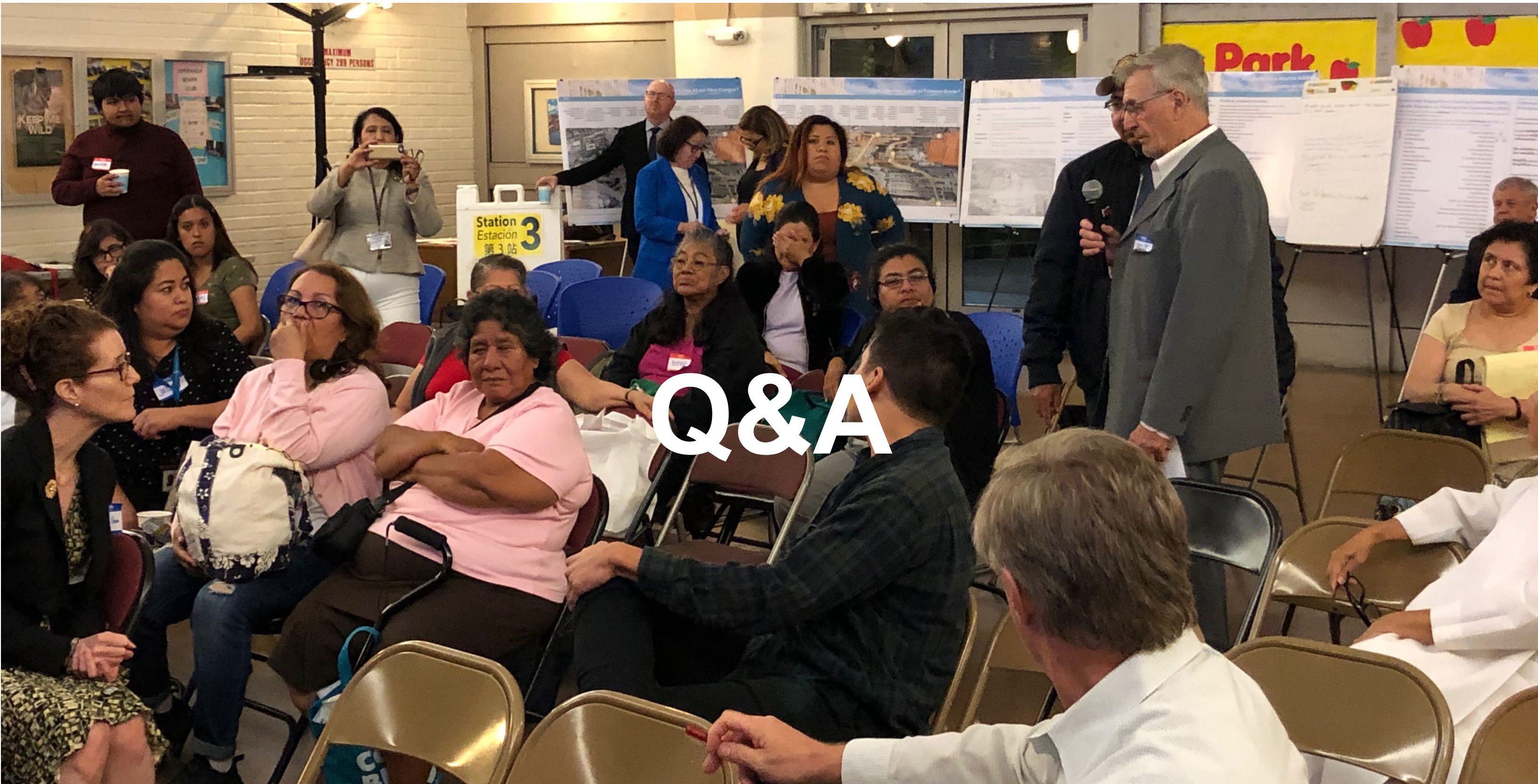
Stay tuned! Information coming soon.

Community-at-Large Meeting 5
TBD

Stay tuned! Information coming soon.

Community Engagement Steering Committee (CESC) Members 2021

| Organizational Representation | Organization | Member and Alternate |
|--|---|--------------------------------------|
| Advocacy | Public Counsel | Katie McKeon, Greg Bonnet |
| Arts and Education | Self-Help Graphics & Art, Inc. | Betty Avila |
| Business | Los Angeles Latino Chamber of Commerce | Lilly Rocha |
| Community Development | Barrio Planners Incorporated | Frank Villalobos |
| Community Development/Chinatown | Chinatown Community for Equitable Development / SEACA | King Cheung, Sissy Trinh |
| County | County of Los Angeles Chief Executive Office | Kelly Quinn, Ivan Matthews |
| County | Office of Supervisor Hilda L. Solis | Waqas Rehman, Guadalupe Duran-Medina |
| Education | Bravo Medical Magnet High School | Luis Lopez, Michael Sinclair |
| Faith-Based / Spiritual | St. Camillus Catholic Center | Father Chris Ponnet |
| Families | InnerCity Struggle | Maria Brenes, Ruby Rivera |
| Health Equity | LAC+USC Medical Center Foundation, Inc. | Teresa Nuno |
| Health Equity | The Wellness Center/LAC+USC Medical Center Foundation, Inc. | Rosa Soto |
| Health Services | JWCH Institute | Al Ballesteros |
| Health Services | LAC+USC Medical Center - Executive Team | Jorge Orozco, Edgar Solis |
| Health Services | LAC+USC Medical Center - Provider Team | Josh Banerjee |
| Homeless Services | Exodus Recovery | Monica Alcaraz |
| Labor and Workforce | SEIU Local 721 - Southern California Public Service Workers | Felipe Caceres, Wendy Knight |
| LGBTQ | Latino Equality Alliance | Ari Gutierrez Arambula |
| Mental Health | Alma Family Services | Yolanda Duarte-White |
| Real Estate Financing & Development | Independent Consultant | William Pavao |
| Real Estate Financing & Development | Independent Policy Advisor/Analyst | Joan Ling |
| Workforce Development | East Los Angeles College | Ozzie Lopez |
| Workforce Development | East Los Angeles Skills Center | Vladimir Tigno, Lynda Farnsworth |



Q&A

Upcoming Events 2022 (tentative scheduling TBC)

HICP Meetings

- January 7
- February 4
- March 4
- April 1
- May 6

Community At-Large Meetings*

- Meeting #4- Late
January/Early February
- Meeting #5 - Early April

** Help us spread the word via social media, email, and word of mouth!*

Thank You!

**For more information, please contact
Alex Villalobos or Heather Hays**

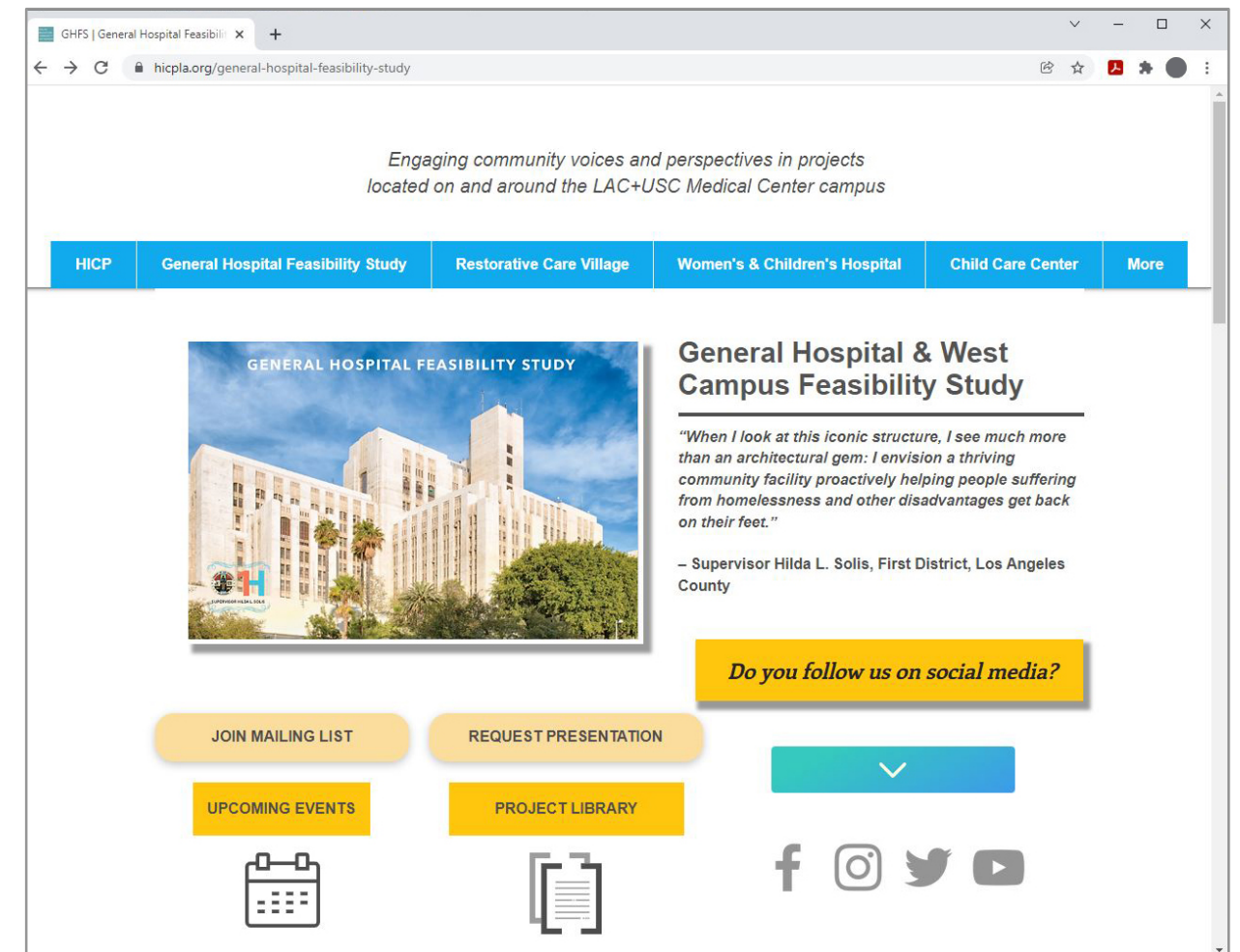
Alex@BarrioPlanners.com

Heather@TheWellnessCenterLA.org

**General Hospital & West Campus
Feasibility Study website**

<https://www.hicpla.org>

[/general-hospital-feasibility-study](https://www.hicpla.org/general-hospital-feasibility-study)



Next Meeting:
Friday, February 4, 2022

Próxima reunión: viernes
4 de febrero de 2022

www.hicpla.org

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