Implementation Plan for MLK Medical Campus and the Willowbrook Wellness Community

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Next Street

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Initiative for a Competitive Inner City

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Genesis LA
Context

- The redevelopment of the MLK Medical Campus will provide the community with **access to high quality care** while offering the potential to **catalyze important projects** that will benefit the community.

- There has been significant investment in this area and multiple strong planning efforts. We have attempted to **integrate these studies** and **overlay a vision** based on our national experience.

- We have framed a **specific set of opportunities** that we believe offer the greatest benefits in terms of community vitality and also require coordination and lead time.

- Recognizing that there is a broad range of stakeholders with important roles to play in the development and evolution of the MLK Medical Campus, the County has convened this Advisory Group to **guide and support the implementation** of these efforts.

- Today, we would like to:
  - Develop a **shared understanding** of the priority projects for the campus and the community – and begin to **make commitments** in key areas.
  - Create a **roadmap for taking action** on the highest potential opportunities over the next 6-12 months.
## Interviews Conducted

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<td>MLK LA Healthcare Corporation</td>
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<td>Parents of Watts</td>
<td>SEIU Local 721</td>
<td>St. Francis Medical Center</td>
<td>Milken Institute</td>
<td>LA County Purchasing Division</td>
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<td>Thomas Safran &amp; Associates</td>
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<td>Special Needs Network</td>
<td>University of Southern California</td>
<td>St. John's Well Child and Family Center</td>
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<td>LA County Workforce Investment Board</td>
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<td>Trammel Crow</td>
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<td>Watts Labor Community Action Committee</td>
<td>Wilshire-Metro Worksource Center</td>
<td>Watts Healthcare Corporation</td>
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<td>Office of LA County Supervisor Mark Ridley-Thomas</td>
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<td>Watts/Century Latino Organization</td>
<td>Worker Education and Resource Center</td>
<td>White Memorial Medical Center</td>
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Why Focus Locally?

- Healthcare organizations depend on a vibrant community to be secure, reinforce their reputation and image, provide a supportive business environment and enhance demand.
- Subtle shifts in activities at individual anchor institutions can produce immediate local social and economic gains.
- Individual institutions can make a difference on their own but a collaboration can have an even greater impact because of size and alignment.
How the Healthcare Cluster Supports a Healthy Community

Cluster Anchor
Core Service Provision
Community Vitality
Workforce Development
Employment
Purchasing
Real Estate Development
Community Development

Source: ICIC
Copyright © 2013 ICIC
The Healthcare Cluster

Federal Healthcare Regulations
(New mandates for coverage, changes in delivery of care, cost containment incentives)

State, Professional, Union Regulations
(Certification requirements, Seismic Safety Law, building codes, nurse to patient ratios, etc.)

- Pharmaceutical R&D, Manufacturers and Distributors
- Equipment / Supplies R&D, Manufacturers and Distributors/GPOs
- Blood and Organ Banks
- Retail Pharmacy and Optical
- Public and Private Colleges/Universities & Community Colleges

Public/Private Payers

- Ambulatory Care Offices/Clinics
- Medical Labs and Imaging/Diagnostic Centers
- Hospitals
- Outpatient Care Centers
- Home Health Services
- Skilled Nursing & Assisted Living Facilities

- Social and Support Services
- Transportation Services
- Information Technology and Analytics
- Community Based Training Programs

Public and Private Workforce Agencies

Community Development

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Healthcare Cluster in South LA

- The healthcare cluster **employs over 16,000 people** in the 5 mile radius around MLK (8.7% of total employment)

- **Cluster employment grew by 9%** from 2003 to 2010, adding 1,300 jobs
  - Nationally, the healthcare cluster is projected to grow by 30% between 2010 and 2020

- The healthcare cluster provides **substantial opportunities for low-skilled workers**
  - 30% of total occupations require a high school diploma or less
  - An additional 38% of total occupations require some college up to an associate’s degree

- The **average wage** for the cluster is over $45,000 and numerous **career pathways** exist

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**Healthcare Cluster Employment Growth, 2003-2010**

- 5 Mile Radius: 9%
- LA County: 11%
- United States: 12%

**Healthcare Cluster Education Level, 2010 National Average**

- < High School: 6%
- High School or GED: 7%
- Some College: 19%
- Associate’s Degree: 16%
- Bachelor’s Degree: 23%
- Master’s Degree: 7%
- Doctoral or Professional Degree: 7%
Primary Care Landscape

- This project focuses on a five mile radius of primary care delivery.
- The main delivery centers are the MACC, St. Francis Hospital, St John’s Well Child and Family Center, Watts Healthcare Corporation, and Memorial Hospital of Gardena.
- There is a significant gap between the demand for primary care and local supply.
Primary Care Gap Analysis

Total Patient Visits, 5 Mile Radius, 2012-2019

<table>
<thead>
<tr>
<th></th>
<th>Current Supply</th>
<th>Current Demand</th>
<th>Post-ACA Demand (Low)</th>
<th>Post-ACA Demand (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Visits</strong></td>
<td>274,000</td>
<td>1,552,000</td>
<td>1,928,000</td>
<td>2,003,000</td>
</tr>
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</table>

Total Physicians, 5 Mile Radius, 2012-2019

<table>
<thead>
<tr>
<th></th>
<th>Current Supply</th>
<th>Current Demand</th>
<th>Post-ACA Demand (Low)</th>
<th>Post-ACA Demand (High)</th>
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</thead>
<tbody>
<tr>
<td><strong>Physicians</strong></td>
<td>112</td>
<td>694</td>
<td>862</td>
<td>895</td>
</tr>
</tbody>
</table>

Assumptions

- **Current supply**: Based on interviews with local providers
- **Current demand**: Current population x 2.2 visits per person annually, with 2,237 annual visits per primary care physician
- **Post-ACA demand low**: 75% take-up rate
- **Post-ACA demand high**: 90% take-up rate

Sources: SICE; LA County Dept. of Public Health; CA Office of Statewide Health Planning & Development; Annals of Family Medicine; John Snow Inc.; UCLA Center for Health Policy Research; California Healthcare Foundation;
## Options for Expanding Primary Care in the Local Area

### Operators - Planned
- UCLA family medicine clinic – MLK affiliated clinic
- MACC expansion

### Operators - Potential
- Satellite sites of surrounding FQHCs, e.g. St John’s and Watts
- Surrounding hospitals, e.g. St. Francis or USC
- Alta-Med or another independent provider

### Funders
- Senior debt
  - Nonprofit units of banks
  - CDFIs
    - Healthy Futures Fund
- Junior capital / additional subsidies
  - NMTC
  - Community Dev. Block Grant
  - HRSA grants
  - Government funds
  - EB-5 financing
  - Private fundraising / capital campaign
  - Local foundations
How the Healthcare Cluster Supports a Healthy Community

Community Vitality
- Community Development
- Cluster Anchor
- Core Service Provision
- Real Estate Development
- Purchasing
- Workforce Development
- Employment

Source: ICIC
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Workforce Development: Market Trends

- Increased demand for care due to demographic changes, expanded need for non-acute care, and emphasis on cost containment leading to decentralization of care
  - Growing importance of clinical experience at low-medium occupation levels, e.g., Certified Nursing Assistants, Medical Assistants
  - Increased demand for long-term, skilled nursing, end-of-life care
  - Need for preventative healthcare support from health coaches and culturally competent community workers e.g., Home Health Aides
- Financial incentives to improve coordination of care and reduce readmissions
  - Need for new occupations / skill sets to facilitate coordination of care, e.g. patient navigators and / or Medical Assistants, Home Health Aides
- Continued adoption of Health IT
  - Demand for improved IT skill sets among Medical Assistants as well as a growing need for Medical Record / Health IT technicians
Career Pathways Associated with Target Occupations

High School / GED

Administrative Positions

Medical Secretary
(Median Wage: $33,483)

Patient Care Positions

Community Health Worker
(Median Wage: $36,410)

Certified Nursing Assistant
(Median Wage: $26,078)

Home Health Aide
(Median Wage: $20,913)

Medical Assistant
(Median Wage: $30,362)

Associate’s +

Post-Secondary Cert.

Medical Records and Health Information Technicians
(Median Wage: $35,860)

Licensed Vocational Nurse
(Median Wage: $50,211)

Radiologic Technician
(Median Wage: $64,605)

Technician Positions

Pharmacy Aide
(Median Wage: $24,003)

Pharmacy Technician
(Median Wage: $37,107)

Medical and Clinical Lab Technician
(Median Wage: $36,379)

Notes: All wages are LA County median wages for Q1 2012. Registered Nurse Median Wage does not distinguish A.D.N. and B.S.N. wages.
Recap: Workforce Development

Successful Workforce Components

- Coordination across training providers, programs and funders
- Nimble, employer-led training programs
- Articulation of and bridges to career pathways
- Integration of technology to increase participant access
- Wraparound support services to increase retention
- Measurement of outcomes

Challenges in the local area

- Lack of local workforce development activity, and a stronger focus on youth than on adults transitioning
- Weak connections to employers and programs lag shifts in the market:
  - Community colleges: vary in the breadth / depth of offerings
  - Community training programs: few are focused on healthcare-specific training
- There is a need for additional community training space
Convene a working group of key stakeholders targeting specific occupations

Potential Conveners
Diane Factor: WERC
Gloria Moore: Worksource Centers
Richard Verches: LA County WIB
Employer Champion(s): TBD

Stakeholders
Employers
MLK MACC
MLK Hospital
St. John’s
Watts Healthcare
Area Hospitals
Group Practices
Nursing Facilities

Trainers
Community Colleges
Proprietary Schools
Community Groups
Private Nonprofit Agencies

WIBs
LA City
LA County
South Bay
Long Beach

Community
Parents of Watts
WLCAC
Concerned Citizens of Willowbrook
Churches

Program Development
Certified Nursing Assistants
Home Health Aides
Medical Assistants

Career Ladder Program

Funding
Public Funds
• WIA
• Local Sector Grants
• Dept. of Labor
• Dept. of Veterans’ Affairs
• Health and Human Services
• Federal Community College funding

Philanthropic Funds
• California Endowment
• Annenberg Foundation
• Weingart Foundation
• Bernard Osher Foundation
• Venture Philanthropy
Workforce Development: Certified Nursing Assistants and Home Health Aides

Program Details
- Training cost (cohort of 30): Approx. $125k
- Duration: Approx. 210 hours
- Prerequisites: 7-8th grade math, reading, writing

Key Success Factors
- Training needs to include geriatrics care, treatment of chronic conditions, soft skills, and cultural competency
- Increase workers’ wages and provide more opportunities for fulltime work
- Enhance professional development for career advancement into higher-skilled, higher-wage work

Primary Employers
- MLK MACC and other County facilities
- Local area hospitals
- Group practices and private doctors’ offices
- Skilled nursing and assisted living facilities

Sources: SICE, Bureau of Labor Statistics, Office of Statewide Health Planning and Development, Health Workforce Development Council
**Workforce Development: Medical Assistants**

**Program Details**
- Training cost (cohort of 30): Approx. $300k
- Duration: Approx. 600-700 hours
- Prerequisites: 9th grade reading and math

**Key Success Factors**
- Incorporate short academic bridge programs to provide contextualized basic skills preparation for trainees
- Team-based care will require training in chronic disease management, electronic health records, patient navigation, etc.
- Ensure that clinical training replicates the environments in which trainees will be employed

**Primary Employers**
- MLK MACC and County non-acute facilities
- Community clinics
- Group practices and private doctors’ offices
- Skilled nursing and assisted living facilities

**Median Wage**

<table>
<thead>
<tr>
<th>Year</th>
<th>Median Wage</th>
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<tbody>
<tr>
<td>2010-2020</td>
<td>$30,362</td>
</tr>
</tbody>
</table>

**Projected Job Growth, 2010-2020**

- Total EMP 2010: 19,790
- New Jobs: 5,020
- Medical Assistants: 3,580

**Source:** SICE, Bureau of Labor Statistics, Office of Statewide Health Planning and Development, Health Workforce Development Council
Workforce Development: Benchmarking

Manchester Bidwell Training Center in Pittsburgh and Newbridge Center for Arts & Technology in Cleveland
- Curriculum developed with employers to ensure graduates are well prepared for employment (UPMC, Cleveland Clinic)
- Programs last 20-52 weeks and include an internship with hands-on training at local healthcare institutions
- Jobs in high demand with career pathways
- Training centers are accredited career and academic schools offering free associate degrees and diplomas
- Centers provide GED preparation, life-skill counseling and remedial math/reading as well as bus passes and other support services
- Bill Strickland’s vision is to open 100 federally funded but locally owned centers

Pittsburgh – EMR assistants, medical claims processors, medical coders, pharmacy technicians, chemical lab technicians
- 85% job placement for adult graduates
- Partners: Manchester Bidwell Corp., Manchester Craftsmen’s Guild, Bidwell Training Center and Pittsburgh Public Schools
- Funded by DOL funds, state grants, Skoll Foundation, corporates and individual donors

Cleveland - pharmacy technicians and phlebotomists
- 2011-2012: 36 graduates, 22 employed, 1 went on to higher education
- Since 2011, 820 applicants for 84 spaces in adult training programs
- Funded by: Cleveland Foundation, University Hospitals, Kelvin and Eleanor Smith Foundation and Key Bank

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How the Healthcare Cluster Supports a Healthy Community

- Community Development
- Cluster Anchor
- Core Service Provision
- Workforce Development
- Real Estate Development
- Employment
- Purchasing
- Community Vitality

Source: ICIC

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Purchasing: The Opportunity

- Institutional purchasing can help local suppliers **scale their businesses and create jobs**

- Focus on purchase categories where **addressable spend** overlaps with the local supply base

- Institutions that do this well find the **strongest local vendors** that provide **high quality goods/services** through targeted effort in **specific categories** and a commitment to support their success

- We have identified **eight supply chain categories** that map reasonably well against the availability of supply
Local Purchasing Opportunities

Analytical approach

- Identified categories of spend appropriate for local purchasing outside of GPOs based on data from other hospitals nationally
- Performed bottoms-up analysis to quantify the local supply base
- Interviewed LA County institutions to understand their areas of focus and impact

### Total Establishments with 5 or More Employees 5 Mile Radius, 2010

- **Construction**: 217
- **Food Service**: 119
- **Information Technology**: 65
- **Waste Collection & Recycling**: 64
- **Printing Services**: 45
- **Accounting Services**: 37
- **Facilities Management**: 33
- **Office Supplies**: 33
- **Laundry**: 31
- **Temporary Help**: 25
- **Office Equipment Repair**: 25
- **Landscaping**: 24
- **Medical Supplies**: 24
- **Mail & Messenger Services**: 19
- **Advertising Services**: 13
- **Medical Laboratories**: 8
- **Legal Services**: 7

**KEY**  ■ = High potential opportunities

Notes: Food Service includes full-service restaurants, food service contractors, caterers, and mobile food services; Source: SICE
### Purchasing: Key Elements for Building a Local Supply Base

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<tr>
<th>Planning &amp; Budgeting</th>
<th>Sourcing Potential Suppliers</th>
<th>Supplier Support &amp; Development</th>
<th>Measurement &amp; Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration with budget process</td>
<td>Direct outreach to a targeted set of companies in industries of focus</td>
<td>Review internal processes/systems to minimize challenges for vendors</td>
<td>Ensure effective systems for data integrity on spend tracking by category, vendor database</td>
</tr>
<tr>
<td>Specific goal setting and review annually</td>
<td>Coordination with local industry / trade associations</td>
<td>Document “How to do business with us” basics</td>
<td>Increase use of dashboards to track and communicate progress against benchmarks</td>
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<tr>
<td>Quarterly plan for contracts that will expire or go to bid</td>
<td>Collaboration, sharing, and/or roundtable with other large local institutions</td>
<td>Timely bid announcements and adequate bid process Q&amp;A</td>
<td>Build system for tracking Tier II spending</td>
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<td>Forward-looking view on sourcing strategies relative to needs</td>
<td>Category-specific vendor fairs</td>
<td>Vendor support, e.g., mentoring capacity building, certification support</td>
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<tr>
<td>Ongoing coordination with department decision-makers</td>
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**Efficient Bid Process / Policies + Coordination across Departments**

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Supporting Local Businesses with Local Purchasing

**Construction**
- Alameda Construction Services, Inc.
- ALCO Construction
- Schmidt Construction

**Facilities Management / Landscaping**
- Cisneros Landscaping
- Tru Green Lawn Care
- Valley Crest Landscape Maintenance

**Office Supplies**
- Acorn Paper Products
- Allphase Business Supplies Corp.
- 3S Corp.

**Food Service**
- Diana’s Mexican Food Products, Inc.
- Hannah Max Baking

**Printing Services**
- California Marker Copies
- Sumi Printing & Binding
- Weber Printing Co.

**Mail / Messenger Service**
- Florence Business Center
- Premier Mailing

**Waste & Recycling**
- Republic Services
- Waste Management
- Waste Resources

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Benchmarking in Purchasing: Source Detroit

Source Detroit seeks to increase the share of $1.7B in purchasing by Wayne State University, Detroit Medical Center, and the Henry Ford Health System to Detroit-based firms

47 new local vendors identified, 20 vendors engaged, 11 new contracts awarded totaling $16.5M

Newly replicated by the private sector in downtown Detroit

Specific Strategies to Drive Local Purchasing:

• Commodity-based procurement focuses anchor purchasing around food, facilities maintenance, waste removal, and printing services

• Purchasing officers work collaboratively to identify Detroit-based vendor opportunities and share information about existing vendors

• Vendors are invited to present products and services at annual Detroit-based vendor fairs. Last year’s event attracted over 150 potential vendors

• The anchor leadership teams work to attract new businesses to Detroit by leveraging their collective spend. Once businesses are convinced to locate in Detroit, Detroit Economic Growth Corp. facilitates the actual attraction effort

Sources: Midtown Detroit Anchor Institution Initiatives 2012, U3 Ventures; Interview with David Barna, Anchor Procurement Program Manager at Midtown Detroit, Inc.
UH spent $1.2bn over 5 years on a major expansion and wanted to invest significantly in its local community by:

- Contracting with as many M/WBE and local businesses as possible
- Pioneering a “new normal” for how large institutions should conduct business

**Specific Strategies to Drive Local Purchasing:**

- Signed innovative **PLA with trade unions** to meet diversity goals
- Changed **internal processes** to give preference to local vendors
  - Innovated around bonding, retainage, bid size and bidding
  - Created JVs of small, local firms with larger, experienced firms
  - Regionally based companies encouraged to open Cleveland office and employ locally
- Invested in **training programs** to increase M/WBE participation in construction
- Retained a **third-party firm** to create processes to achieve goals and monitor progress

Benchmarking in Purchasing: University Hospitals, Cleveland, Vision 2010 Outcomes

Vision 2010 Outcomes

- **Contracts awarded to women-owned businesses**
  - Target: 5%
  - Result: 7%

- **Contracts awarded to minority-owned businesses**
  - Target: 15%
  - Result: 17%

- **Goods and services procured from local and regional firms**
  - Target: 80%
  - Result: 92%

- **Construction workers who are city residents**
  - Target: 20%
  - Result: 18%* (*estimated)

- 100 M/WBE businesses received contracts with UH
- 5,200 jobs in construction, 1,200 permanent jobs with salaries totaling $500m
- 50% increase in the share of UH procurement dollars going to local business between 2006 and 2011
- UH’s annual spending is $800m and this will have a lasting impact on local
- Set a new standard for how to do business in City of Cleveland

How the Healthcare Cluster Supports a Healthy Community

- Community Development
- Real Estate Development
- Purchasing
- Employment
- Workforce Development
- Core Service Provision
- Cluster Anchor

Source: ICIC
Real Estate Development

- Implement a real estate development strategy that supports a vibrant and healthy community
  - Enhances employee, patient and visitor experience
  - Promotes economic development
  - Creates local accessible jobs
  - Increases the attractiveness and vibrancy of the community
  - Encourages additional public and private sector development
  - Promotes open space and healthy food opportunities

- Recommendations built upon
  - Site tours with developers and real estate brokers
  - Research and industry cluster analysis
  - Stakeholder interviews

Increased Investment in the Community is Underway

- **Projects moving forward**
  - $400M MLK community hospital / outpatient clinic
  - $6M S. Wilmington Ave. public improvements
  - $28M Rosa Parks / Willowbrook metro station redevelopment
  - $30M new construction of 114 units of senior housing with library, community space, retail
  - $30M rehab of affordable housing units in area
  - Passive open space / recreational area
  - General plan update to accelerate private sector opportunities

- **Projects in the early planning stages**
  - Proposed special needs autism clinic
  - Proposed UCLA family practice clinic
  - Proposed child development center
The Medical Campus Development: Recommendations

- **Parcel 1**
  - Research / innovation center
  - Medical office / clinic / urgent care / behavioral and mental health space
  - Parking garage
  - Childcare
  - Sit-down restaurant / retail / amenities

- **Parcel 2**
  - Assisted living facility
  - Skilled nursing facility
  - Rehabilitative care
  - Senior housing

- **Parcel 13**
  - On campus health-related retail
Potential Opportunity Sites: Building A Healthy Community

Parcels 3 and 4

- Parcel 3
  - FQHC / Autism center
  - Retail
- Parcel 4 - Mixed-use development
  - CDU expansion
  - Child development center
    - Provides support services for families
  - Community center
  - Structured parking

Parcel 5

- Senior housing development with first floor retail or small format grocer, library, or community space

Parcel 11

- Gateway amenity
- Parking, public storage

Parcel 14

- CDU expansion
Potential Opportunity Sites: Building A Healthy Community

Parcel 9
- Metro Station renovation
  - Convenience store, farmers market, cafes, coffee shops, sheriff’s station

Parcel 8
- Park and ride

Parcel 12
- Shared sports / athletic field

Parcel 7
- Clean commercial uses or B2B office space

Parcel 6
- Potential continuation of Parcel 7 uses
- Educational or research expansion of Charles Drew University
There are several high potential opportunities for commercial and light industrial development based on past regional job growth, parcel size, and residential location.

**Light industrial**
- Food and Beverage P&D: 15,601
- Food Service Provision: 11,735
- Apparel and Accessories Wholesaling: 4,657
- Medical Devices: 2,834
- Biopharmaceuticals: 892

**Commercial**
- Security Services: 10,123
- Business Services: 9,901
- Information Technology: 3,547
- Facilities Management: 2,406

Source: ICIC
Financing the Vision

Potential sources of capital to achieve greater economic development success

- Private corporate investment
- EB-5 financing
- Tax exempt bonds
- Grants (government, foundations, institutions)
- Special purpose funding
  - NMTCs
  - Community facility districts
  - FreshWorks fund
- Section 108 loans
- Community Development Block Grants (CDBG)
Projects eligible for New Market Tax Credits

- Retail / shopping centers
- Medical Office / office buildings
- Manufacturing facilities
- Child care facilities
- FQHCs
- Hotels
- Grocery stores
- Community facilities
- Recreational facilities
- Cultural facilities
- Residential (with legal restrictions)
# Implementation Roadmap: Next 6-12 months

<table>
<thead>
<tr>
<th>Key next steps</th>
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<tbody>
<tr>
<td><strong>Project leadership</strong></td>
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<tr>
<td>- Formalize this stakeholder group</td>
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<td>- Engage local champion(s) and support team to facilitate implementation</td>
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<tr>
<td><strong>Primary/urgent care provision</strong></td>
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<tr>
<td>- Tour potential sites with operators and developers; align on optimal mix and timing of new capacity</td>
</tr>
<tr>
<td>- Develop business plan and define capital stack for project(s)</td>
</tr>
<tr>
<td>- Coordinate completion of environmental reports taking into consideration maximum build out for mixed use</td>
</tr>
<tr>
<td>- Initiate education/awareness campaign to drive utilization at appropriate sites of care</td>
</tr>
<tr>
<td><strong>Workforce development</strong></td>
</tr>
<tr>
<td>- Convene working group with employer champion(s)</td>
</tr>
<tr>
<td>- Identify participating employers for each occupation</td>
</tr>
<tr>
<td>- Secure WIA sector grant; identify and pursue additional funders for each program</td>
</tr>
<tr>
<td>- Secure delivery partners and develop curriculum for each occupation</td>
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# Implementation Roadmap: Next 6-12 months

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<tr>
<td>Convene leadership of surrounding institutions; establish procurement and</td>
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<td>• Pursue acquisition of Compton Unified site</td>
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<tr>
<td>construction task forces</td>
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<td>• Complete land swap/lease/easement with CDU on parcel #14</td>
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<tr>
<td>Agree on “short list” of target categories, identify high-potential suppliers</td>
<td>• Agree on “short list” of target categories, identify high-potential suppliers in each category</td>
<td>• Tour potential sites with developers</td>
</tr>
<tr>
<td>in each category</td>
<td>• Agree on “short list” of target categories, identify high-potential suppliers in each category</td>
<td>• Collaborate with autism center and mixed-use developer for RFP on parcels #3, 4</td>
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<tr>
<td>Develop supplier support and development program(s)</td>
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<td>• Issue RFI/RFP for parcel #2</td>
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<td></td>
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<td>• Prioritize parking on list of proposed County projects</td>
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<td>• Move Saffron project forward</td>
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</tbody>
</table>