

Executive Summary

1.0 OVERVIEW

The District of Columbia is seeking a sustainable, efficient solution for the long-term healthcare needs of the District’s citizenry in Wards 7 and 8, which is currently underserved by high-quality healthcare facilities.

In support of that effort, the District is seeking to build a new hospital east of the Anacostia River.

In July 2016, the District of Columbia Department of Health Care Finance, as fiduciary agent for United Medical Center, commissioned Healthcare Building Solutions, Inc. (HBS) to evaluate six potential building sites within Wards 7 and 8 for feasibility of locating and constructing a new hospital to serve the citizens currently served by United Medical Center. The sites investigated were:




- 1 Hillcrest
Southern Avenue, SE @ Branch Avenue, SE
- 2 Poplar Point
Anacostia Drive, SE
- 3 St. Elizabeths East Campus
Martin Luther King, Jr. Boulevard, SE
- 4 P. R. Johnson Educational Center
4600 Livingston Road, SE
- 5 Fletcher Johnson School
4650 Benning Road, SE
- 6 United Medical Center
1310 Southern Avenue, SE

HBS presented the Phase 1A – Site Evaluation and Recommendation Report to the Board of Directors of United Medical Center on September 28, 2016. As a result of that report, HBS was requested to submit a proposal to provide Phase 1B Services for the Conceptual Site Analysis of the three highest ranked sites.

This document provides an Executive Summary of the findings in that report.

2.0 PHASE 1B ENGAGEMENT SCOPE

Phase 1B Services provides a more thorough review and assessment of the three shortlisted sites which are listed in alphabetical order:

-  Fletcher Johnson School
4650 Benning Road, SE
-  St. Elizabeths East Campus
Martin Luther King, Jr. Boulevard, SE
-  United Medical Center
1310 Southern Avenue, SE

Phase 1B Services are divided into two Parts:

- Part 1: Conceptual Site Analysis of all 3 sites.
- Part 2: Detailed Site Study for selected site.

2.1 PHASE 1B PART 1 SERVICES

This report documents the findings for Part 1 Services and includes:

- A. Site Research and Investigation
 - Boundary Designation
 - Topography
 - Existing Utility/Infrastructure
 - Easements
 - Wetland Delineations and Adjacent Infrastructure
- B. Permitting and Due Diligence
 - Review District Requirements
 - Provide Preliminary Site Development Estimates
- C. Preliminary Design and Engineering
 - Site Study for Building Layout
 - Site Plan Analysis
 - Review of Cost Considerations

Deliverables for Phase 1B Part 1 Services were based on information and data available in the public records and documents available within the public domain.

The purpose of this report is to provide documentation to allow the Committee to finalize and select a single site for HBS to prepare a Detailed Site Study as Phase 1B Part 2 Services.

3.0 MULTI SITE SWOT ANALYSIS

In order to identify a preferred site to pursue further investigations in Phase 1B Part 2 Services, each site was evaluated to assess the relative Strengths, Weaknesses, Opportunities and Threats of placing a replacement hospital on that site.

3.1 SCORING MATRIX EVALUATION TOOL

The principle evaluation tool used by the HBS team for comparing the various sites was a Multi Criteria Analysis. The Multi Criteria Analysis process assessed each shortlisted site against a list of Site Aspects and Criteria. Please refer to the chart on the next page for the Site Aspects and Criteria Checklist and definitions applied to each of the sites under consideration.

The team applied a five-point scoring system (5 being the most favorable, 1 being the least favorable) to each criterion to arrive at a composite total for each site.



SITE ASPECTS AND CRITERIA CHECKLIST

Criterion	Definition
Parcel Size	Is the site large enough to accommodate the proposed hospital program? This criterion is intended to reflect the developability of the site in question.
Facility Expansion	Is there expansion space available on the site? Consideration should be given to the possibility of future expansion of both the hospital and the addition of ancillary buildings such as Ambulatory Care Facilities or Medical Office Buildings.
Physical Characteristics	Do the site's physical characteristics afford ease in construction of the proposed hospital? Consideration of topography, adjacent neighborhoods and structures should be taken into account.
Patient / Visitor Accessibility	Does the site have adequate access (various modal linkages) to the community? This criterion is intended to reflect the ease with which a patient or visitor can access the facility using all relevant modes of transportation. Proximity of metro stations, access to District bus routes, clarity of vehicular circulation are all factors that impact this criterion.
Service Access	Does the site allow for ingress/egress of service vehicles and personnel? Consideration should be given to both emergency vehicles and maintenance and delivery vehicles.
Utility Access	Are the required main utility lines available at this proposed site? If utility mains must be extended from another location, is the cost reasonable?
Parking	Is sufficient parking available proximate to the site or, if needed, can it be added on or near the site? Consideration should be given to both staff and visitor parking.
Demolition	Does use of this site require removal of another structure? Consideration should take cost into account.
Land Use Compatibility	Does the proposed land use relate to surrounding land uses? Recognizing the District can rezone should the need require, consideration should be given to the impact on immediately adjacent areas. This criterion addresses the degree to which the proposed development scenario is in compliance with existing zoning, environmental, preservation and other District requirements and guidelines.
Urban Impact	Will locating the new hospital on this site have a positive or negative impact on adjacent existing facilities and / or neighborhoods? Consideration should be given to parking demand, traffic congestion, public safety.
Availability for Construction	How much time will it take for the site to be "construction ready"? This criterion addresses how quickly the site can be made available.
Construction Timeline	How much time will it take to construct the new hospital? This criterion addresses whether or not construction can proceed without phasing.
Public Perception	How will the site enhance the image of United Medical Center within Wards 7 and 8? Consideration should be given to the relative prominence of the site and its potential for branding and marketing opportunities.
Budget Impact	How will the site impact the total cost of the project? This criterion is intended to reflect the anticipated cost of construction, not of the building, but the impact that a particular site would have on the overall construction cost.

4.0 SITE OPTION COMPARISONS

In order to effectively compare the three shortlisted sites and provide an “apples to apples” comparison, HBS identified a base line set of program requirements that was applied to each site – we refer to this as the “Strawman” Program.

The proposed “Strawman” Program consisted of core hospital functions as well as ancillary functions required for a stand alone hospital and was comprised of a building containing 246,000 square feet, 144 beds, 4-5 stories, 300 parking spaces on a minimum 8-acre site. This program was cross-referenced and benchmarked against a number of other healthcare projects designed and developed by HBS.

HBS understands that the “Strawman” Program may not reflect the final mix of services and departments required to serve the needs of the citizens of Wards 7 and 8.

HBS understands that the DC Health System Plan, currently in final review, and the recently-commissioned Huron Study will inform the program requirements for a new hospital.

“Strawman” Program Assumptions:

- Minimum 8-acre site
- 246,000 SF Building
- 144 Beds
- 300 Parking Spaces
- 4 – 5 Stories

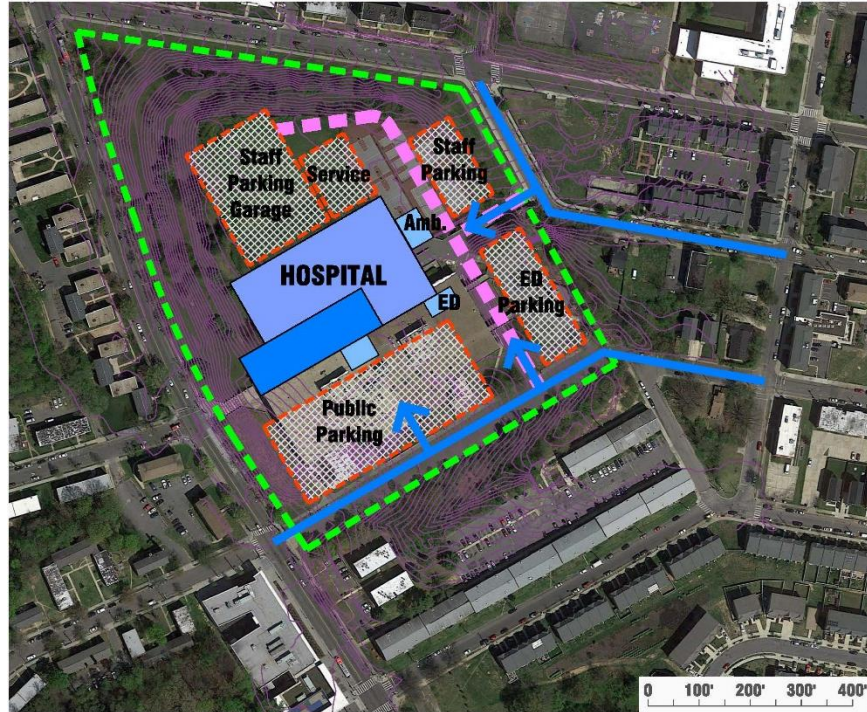
HBS prepared preliminary site studies for a new hospital on each of the shortlisted sites.

These preliminary site studies are not intended to be a final design solution, rather it is one option that accommodates the “Strawman” program developed to facilitate a consistent comparison across all shortlisted sites.

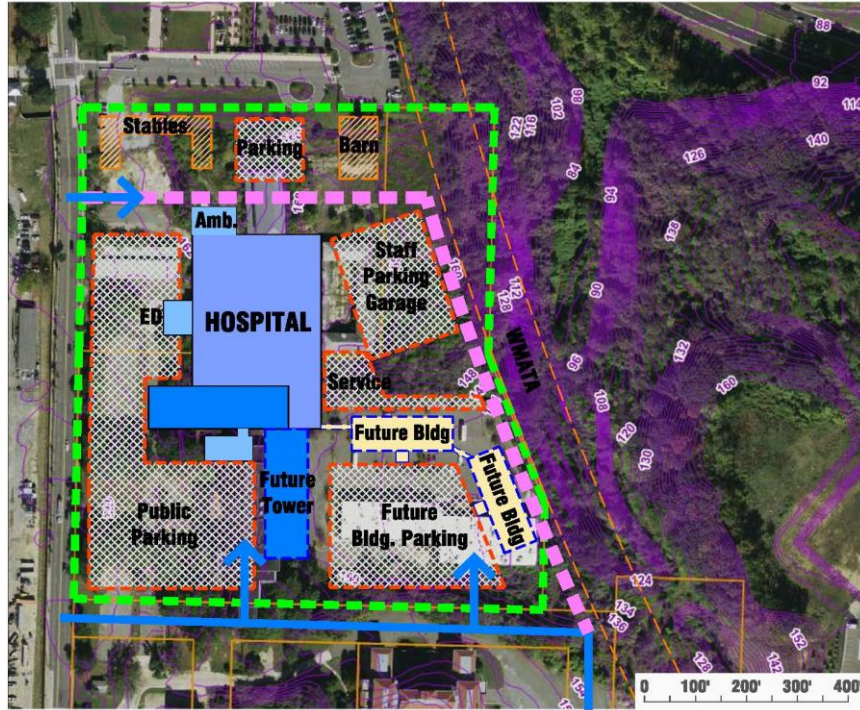
HBS will prepare additional site layout options reflecting the District approved hospital space program once a final site has been selected during Phase 1B Part 2 Services.

The site studies are on the following pages.

4.1 FLETCHER JOHNSON SITE



4.2 ST. ELIZABETHS EAST SITE






4.3 UNITED MEDICAL CENTER SITE



5.0 SITE RANKINGS

Based on the Site SWOT Analysis as based on the Site Aspects and Criteria Check List, the shortlisted sites are ranked as follows:

	Site Score
 Fletcher Johnson School 4650 Benning Road, SE	36
 St. Elizabeths East Campus Martin Luther King, Jr. Boulevard, SE	60
 United Medical Center 1310 Southern Avenue, SE	54

The ranking process utilized currently available high-level data and information from public sources. Once a final site has been selected, the deliverables developed by HBS will incorporate updated information for that site as part of Phase 1B Part 2 Services.

The detailed scores for each shortlisted site may be found on the following page.

SITE SCORING COMPARISON SUMMARY

Criterion	Fletcher Johnson Site	St. Elizabeths East Site	United Medical Center Site
Parcel Size	Approximate 15.26 acre site, extreme vertical topography, limited growth	Approximate 19.08 acre site, relatively flat topography, room for expansion growth	Approximate 16.8 acre site, relatively flat topography, tight fit with existing hospital
Facility Expansion	Very little expansion capability, no land for MOB, single bed tower	Supports vertical and horizontal expansion, two bed towers, available land for multiple MOBs	Supports vertical and horizontal expansion, two bed towers, no land available for future MOB without demolition or renovation of existing vacated facility
Physical Characteristics	Located high above street level, primary residential area, difficult access to site	At-street level, mixed-use area, excellent access to site from multiple directions	At-street level, mixed-use area, good access from Southern Avenue and 13 th Street
Patient / Visitor Accessibility	Difficult ingress/egress by private car or ambulance, entrance off residential street, bus service good, metro distance poor	Excellent ingress/egress by private car or ambulance; entrance located off street, bus service excellent, metro distance adequate	Excellent ingress/egress by private car or ambulance; entrance located off street, bus service excellent, metro distance adequate
Service Access	Difficult from existing streets	Excellent access for both emergency and service vehicles from existing streets	Excellent access for both emergency and service vehicles from existing streets
Utility Access	Public utilities available	Would require significant infrastructure investment	All utilities currently on site, significant upgrades in past several years
Parking	Staff parking garage required, grade differential makes parking difficult	Staff parking garage required, site-on-grade parking for public	Staff parking garage required, site-on-grade parking for public
Demolition	Existing school requires demolition	Existing Dix Pavilion requires demolition, requires stabilization and relocation of Barn and Stable	Partial or full demolition of existing hospital depending on program
Land Use Compatibility	Negative impact on residential neighborhood, may interfere with schools in close proximity	Rezoning required, however in compliance with intent of Master Plan	Not compatible with future maximum lot coverage in neighborhood plan
Urban Impact	Rezoning required, currently 3-story limit, bed tower requires 8 stories to accommodate program	Would complement existing mixed-use environment and help revitalize north end of St. Elizabeths East Campus	Little impact since site is currently in use as a hospital
Availability for Construction	Available after demolition, excavation and remediation	Available after demolition and remediation which is in District's FY18 budget	Available immediately if no demolition of existing hospital is required
Construction Timeline	Construction can proceed without interruption subject to constricted laydown areas	Construction can proceed without interruption, minimal laydown area restrictions	Would require phased construction to maintain ongoing hospital operations
Public Perception	Extreme size/height for community	Excellent view and image from MLK, Jr. Boulevard and complies with Master Plan intent	Maintains location, may be difficult to "rebrand" at existing site
Budget Impact	Most costly due to difficult site conditions and extended construction timeline	Economical if District FY18 budget is implemented	Economical depending on whether demolition of existing hospital is required
Total Score for Site	36	60	54