

Facilities Consulting Engagement

Phase 1A - Site Evaluation and Selection Study & Recommendation



September 28, 2016

Prepared by:



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Study Overview

// Study Objective

“This vote by the UMC Board (to engage a consultant to conduct a site study) is a positive indication that its members share my vision for a new, more efficient health care delivery system that will further our efforts in improving the health outcomes throughout the District.”
Mayor Muriel Bowser - June 3, 2016*

- The District of Columbia is seeking a sustainable, efficient solution 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
- The Study intends to evaluate available potential building sites within the target geography for feasibility of locating and constructing a new hospital for the population currently served by United Medical Center
- The Study will recommend to the United Medical Center Board the most appropriate location for the new hospital based on the evaluation criteria

*Source: <http://www.bizjournals.com/washington/news/2016/06/03/plan-revived-for-a-new-d-c-hospital-to-replace.html>

// Engagement Methodology & Deliverables

- In June 2016, UMC solicited proposals from a list of pre-qualified firms to conduct a Site Evaluation and Selection Study
- The goal of the Study is to identify, evaluate and recommend a preferred site on which to construct a new hospital consistent with the objectives identified in the previous slide
- HBS was engaged in July 2016 to provide Site Evaluation and Selection Services as outlined in Phase 1A of Exhibit A of the Facilities Consulting Agreement dated July 27, 2016
- HBS' Phase 1A deliverable was to identify one or two sites which are recommended for more in-depth analysis, which is to be the scope of work for Phase 1B

UMC Current State

// Summary of Current State

United Medical Center is dedicated to the health and well being of individuals and communities entrusted to our care. – *United Medical Center Mission Statement*

- United Medical Center (UMC) is the only general acute care provider with a physical presence in Wards 7 & 8, and the District is committed to maintaining a general acute care hospital in this market
- UMC is drawing on recommendations outlined in its Transformation Initiative adopted in 2013 to grow revenue by increasing market share within its Primary Service Area (PSA) through recruiting and retaining quality providers in order to achieve superior patient outcomes and satisfaction
- UMC is making significant investments in its physical plant to improve operations and market perception
- Improving private insurance coverage makes the market increasingly attractive to UMC's competitors, including MedStar, Providence Hospital, Fort Washington Hospital
- Optimal location and improved facilities are critical to the accomplishment of the goals outlined in the Transformation Initiative

// Competitive Market Landscape



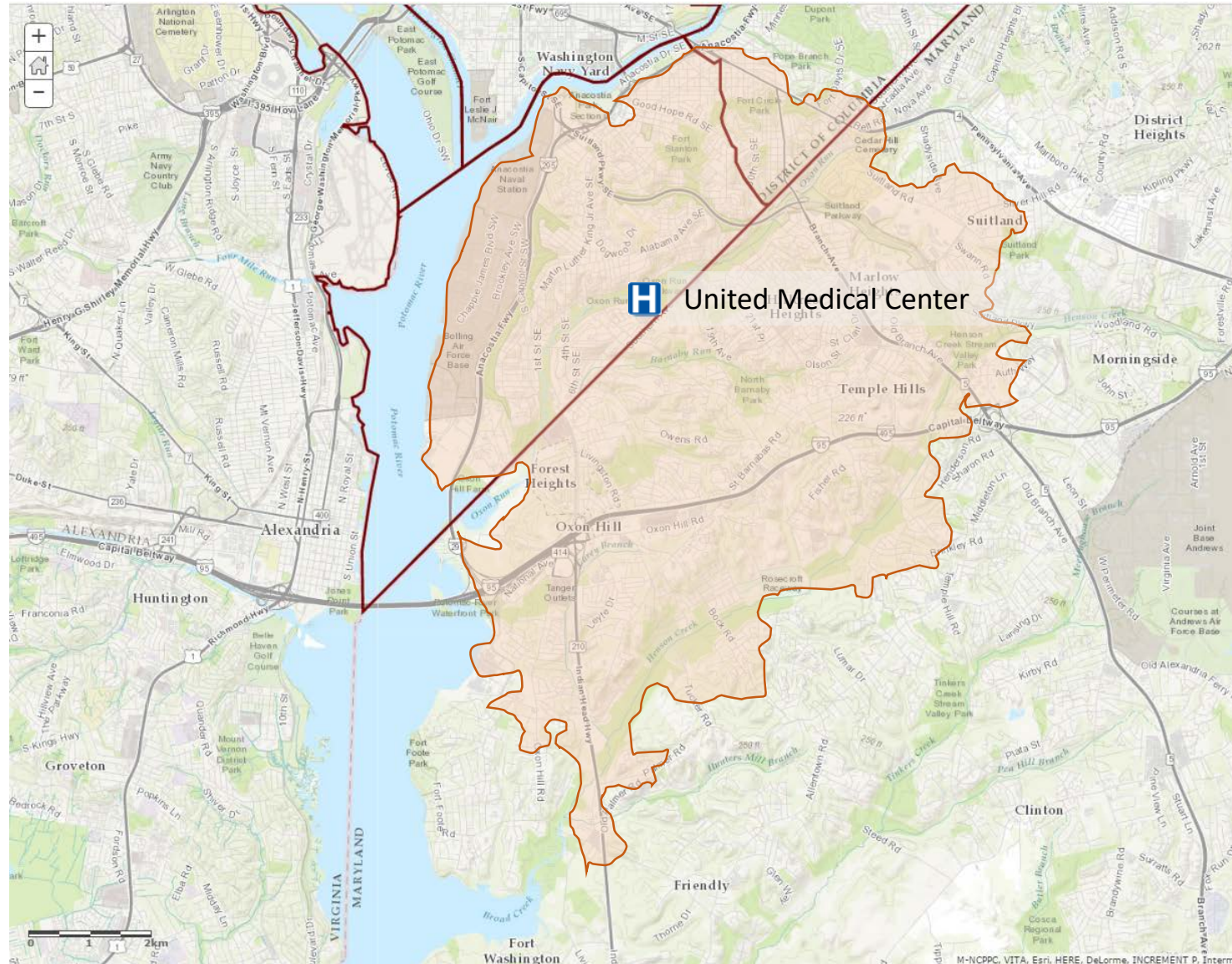
// Primary Service Area Assessment

- UMC's Primary Service Area (PSA) is substantially all of Ward 8 and a portion of Ward 7 to approximately Pennsylvania Avenue, as well as portions of Maryland immediately adjacent to the District boundary
- Nearly 80% of UMC's discharges originate from the PSA
- However, only 7% of UMC's discharges originate from Ward 7
- UMC suffers from poor market penetration, capturing only 15% of the total admissions originating from within the PSA
- The UMC Transformation Initiative suggests that UMC's PSA can support approximately 500 – 550 beds
- As UMC's PSA is not likely to expand north or west regardless of hospital location, any move westward is likely to exclude more patients from the east that it gains to the west

// Primary Service Area



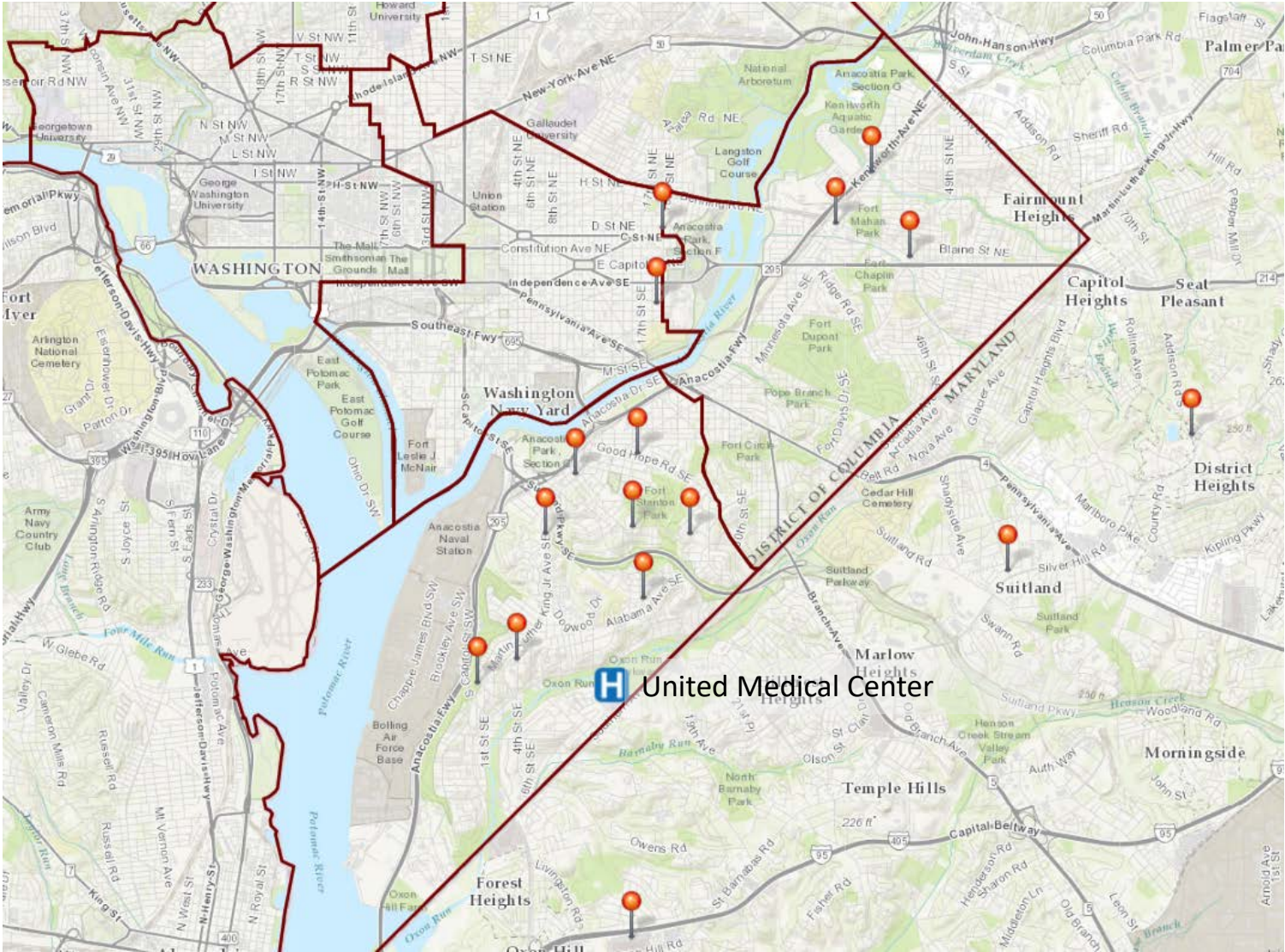
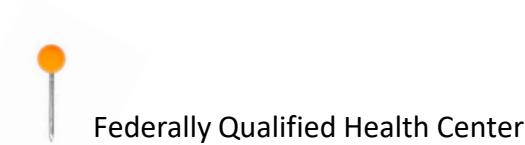
Approximation
of Primary
Service Area



// Referral Market Assessment

- UMC does not have its own network of primary care providers and therefore relies on relationships with FQHCs within its PSA
- UMC employs approximately 10% of its specialty care providers and therefore relies on relationships with private specialists for referrals and to fill out its specialty mix
- Relationships with quality providers is one of the top challenges confronting UMC
- Current increase in commercial insurance penetration in the PSA will make the population more attractive to competing providers
- Any contemplated move should prioritize enhanced alignment with referring physicians and FQHCs

// Referral Market Landscape



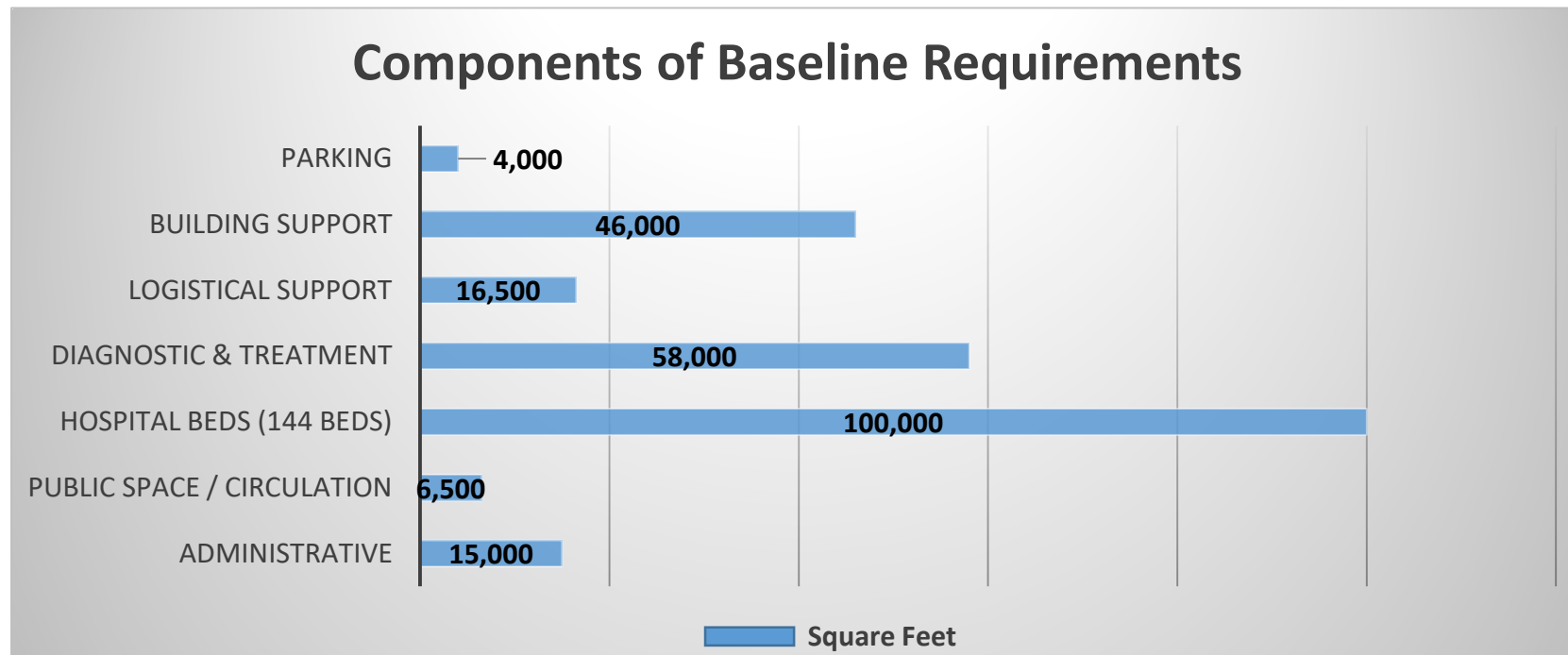
Site Evaluation Criteria & Methodology

// Site Selection Criteria & Weighting Methodology

- In order to effectively compare the six (6) sites and provide an “apples to apples” comparison, HBS developed Site Selection Matrix outlining criteria that was applied to each site
- The criteria helped the team capture observations, and nuances of each site in an objective manner
- The criteria were divided into the following categories:
 1. Financial Considerations
 2. Legal Considerations
 3. Logistical Considerations
 4. Operational Considerations
 5. Operational Considerations
 6. Political Considerations
 7. Other Considerations
- A 5-point scoring system (5 being the most favorable; 1 being the least favorable) was applied to individual elements of each category

// Benchmarking Set of Requirements

- In order to effectively compare 6 sites and provide an “apples to apples” comparison, HBS identified a base line set of requirements that was applied to each site.
- Below please find a summary of the program elements included in the “strawman” program:



Assumptions:

- 246,000 SF Building
- 144 Beds
- 4-5 Stories
- 300 Surface Parking Spaces
- 8 Acre Minimum Site

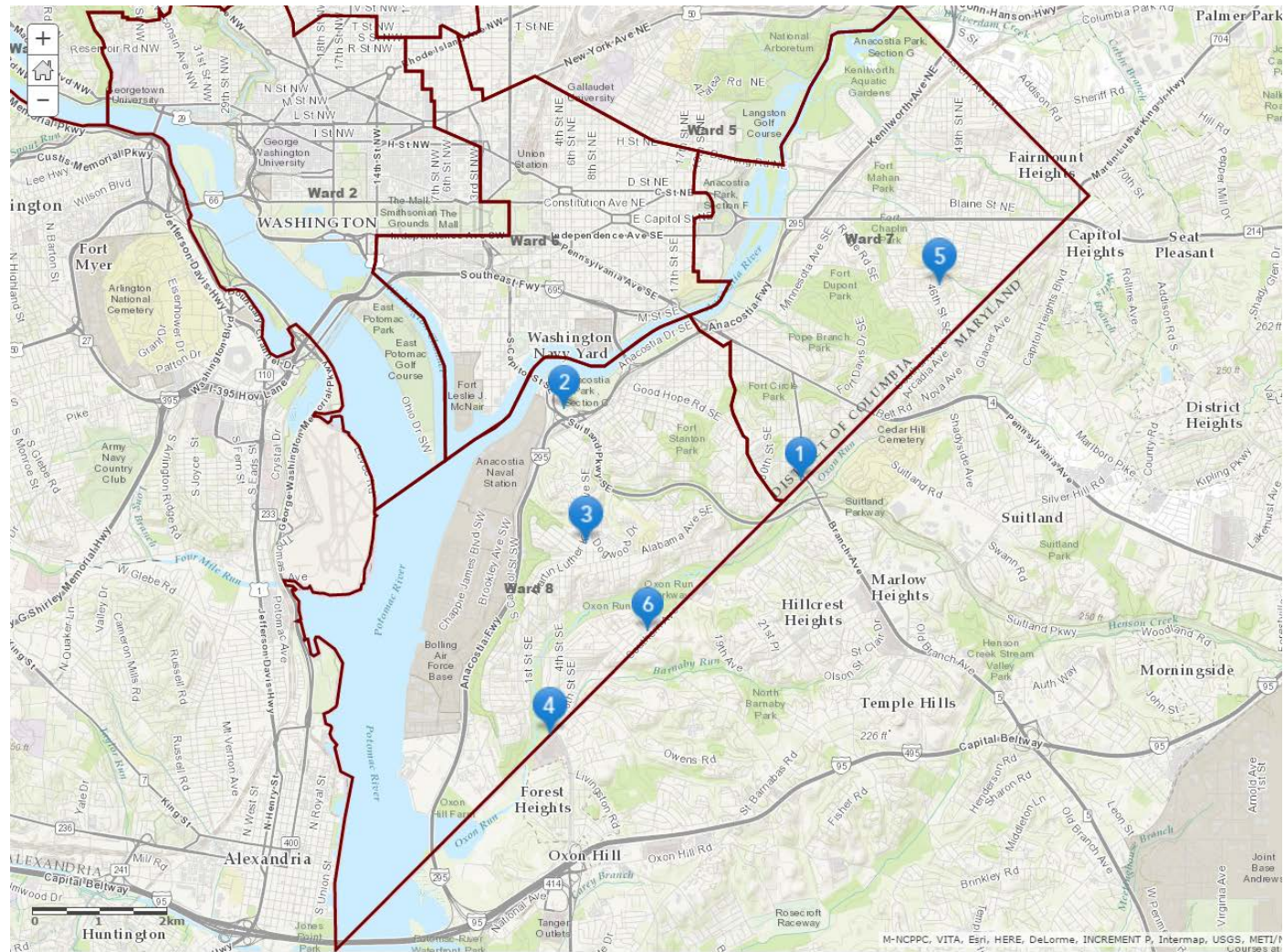
// Site Selection Criteria / Scoring Matrix

| | | |
|-----------------------------------|------------------------------------|---|
| Financial Considerations | Land Cost | Relative costs to acquire the proposed sites |
| | Demolition / Remediation Premium | Relative premium to address remediation and demolition of existing facilities |
| | Sitework Premium | Relative premium to address extreme topographic (cut and fill) or drainage needs |
| | Entitlement Premium | Relative premium to address zoning, permitting or other land use issues |
| | Utility Extensions | Relative premium to extend utilities to site |
| | Access Extensions | Relative premium to extend access to site |
| | Other Economic Incentives | Impact of available economic incentives |
| Legal Considerations | Availability | Availability of site to be conveyed within the required timeframe |
| | Encumbrances | Existence of legal encumbrances to conveyance |
| | Entitlement Risk | Risk that land use issues cannot be resolved within the required timeframe |
| | Prior / Continuing Occupancy Risks | Risk that existing occupancy could prohibit conveyance within the required timeframe |
| Logistical Considerations | Visibility | Relative visibility of site within the community |
| | Accessibility | Relative accessibility of the site to infrastructure, roadways, transportation |
| | Network / Service Area Centrality | Relative centrality within service area and referrer locations |
| | Key Adjacencies / Proximities | Relative advantage or disadvantage of adjacency / proximity to neighbors |
| | Constructability | Relative ease of constructibility of the site |
| Operational Considerations | Parcel Size | Alignment of parcel size with program requirements |
| | Parcel Configuration | Relative ease of accommodating program requirements on site |
| | Programmatic Adequacy | Relative alignment of program requirements with land use restrictions (maximum height, FAR, flight paths) |
| | Parking | Relative ease of accommodating required parking onsite |
| Political Considerations | Constituency | Relative ability of site to meet the needs of the served constituency |
| | Community Impact | Relative positive or negative impact of site development upon the stakeholder community |
| | Consistency | Competition with other initiatives / agendas |
| Other Considerations | History | Relative impact of historical use or significance on utility of site |
| | Amenities | Availability and proximity of amenities for visitors and staff: restaurants, services, entertainment |
| | View Sheds | Access to natural light, calming views to support EBD principles |

Prospective Sites & Selection Influencers


// Prospective Site Locations

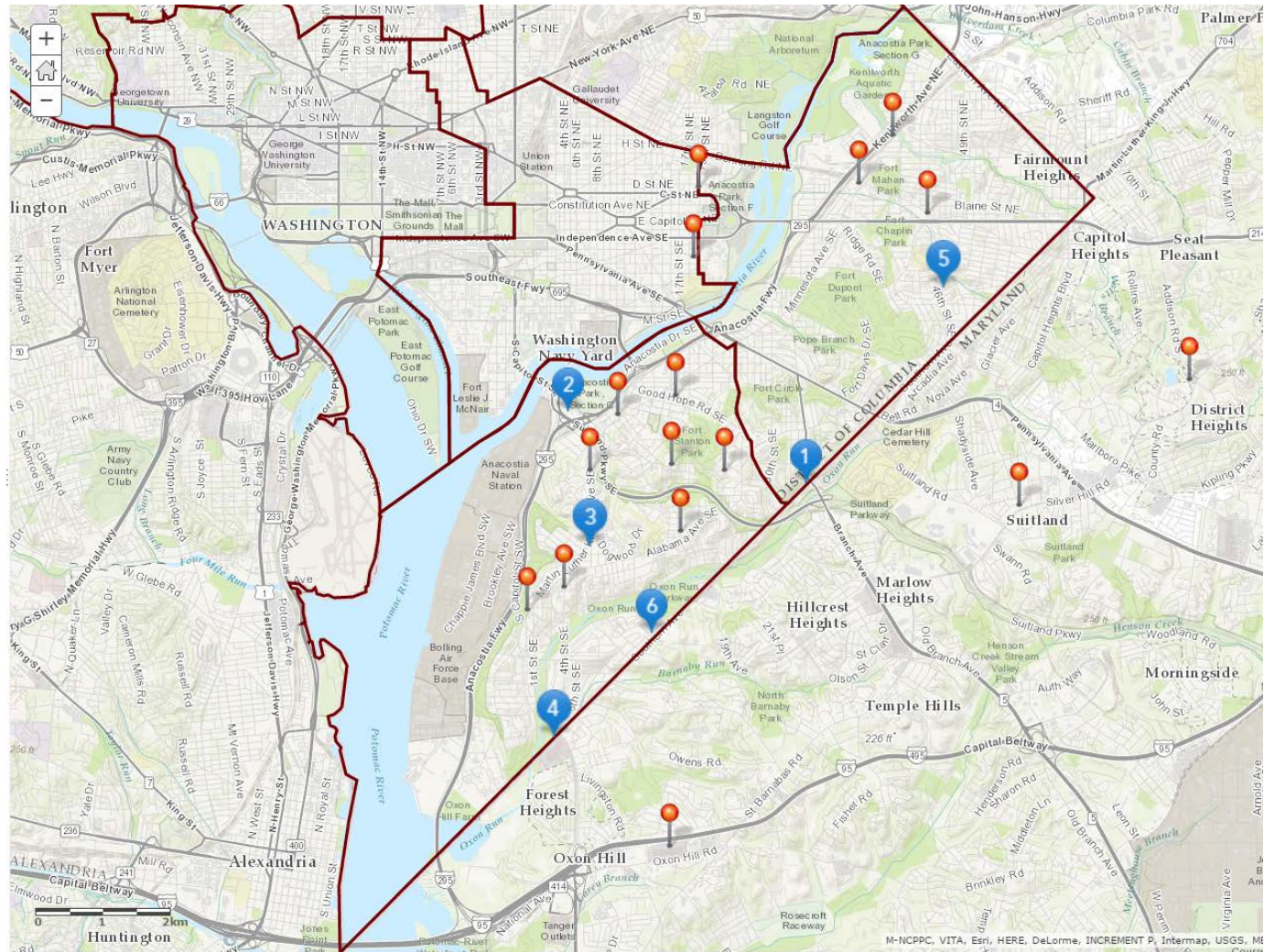
- 1 Hillcrest
Southern Ave @ Branch Avenue
- 2 Poplar Point
Anacostia Drive
- 3 St. Elizabeth East Campus
Martin Luther King Avenue SE
- 4 P. R. Harris Educational Center
4600 Livingston Road SE
- 5 Fletcher Johnson School
4650 Benning Road SE
- 6 United Medical Center
1310 Southern Avenue



// Prospective Site + FQHC Locations


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

 Federally Qualified Health Center

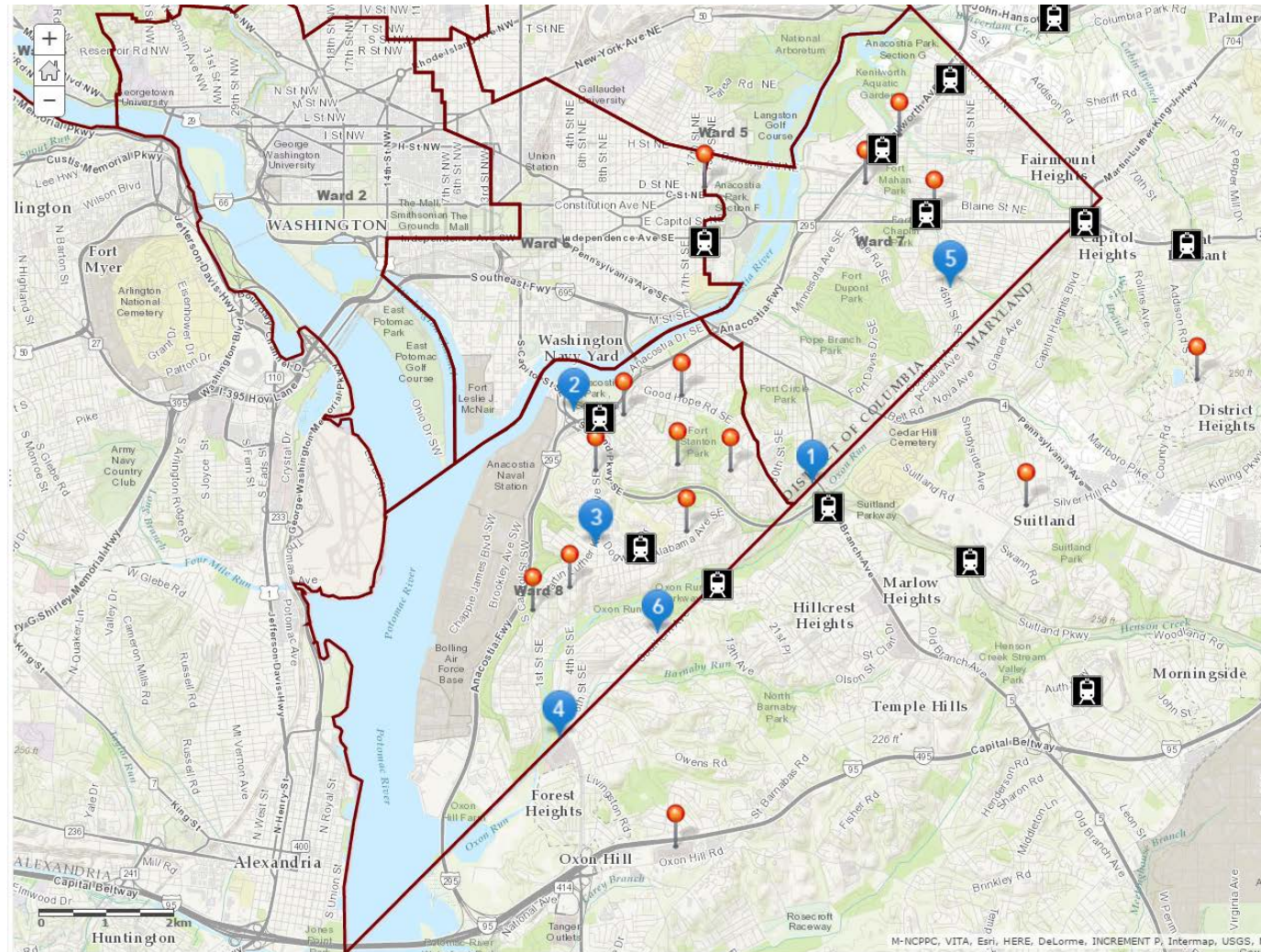


// Prospective Site + FQHC + Metro Locations

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





 Federally Qualified Health Center

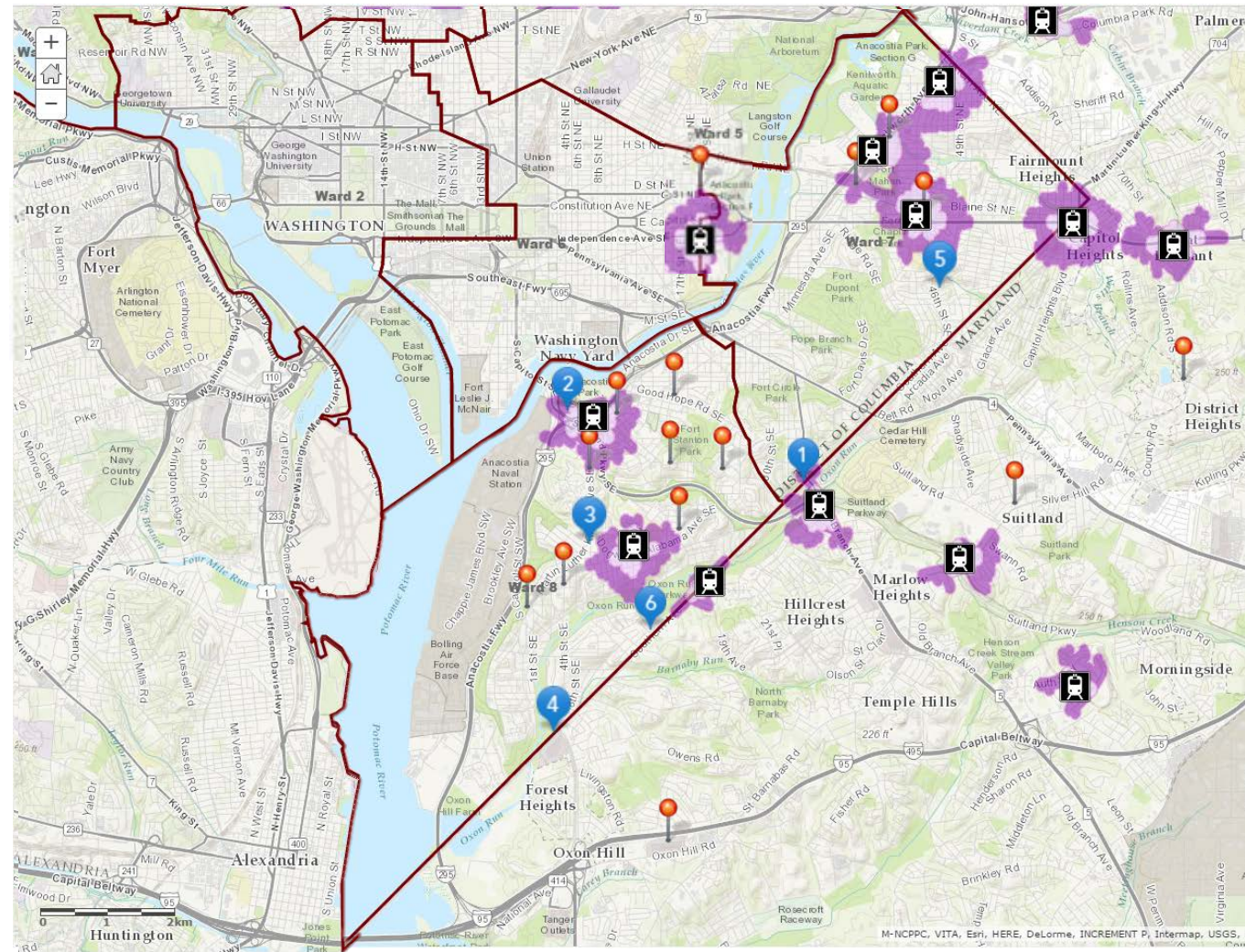
 Metro Station



// Prospective Site + FQHC + Metro Locations + Travel Times

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station

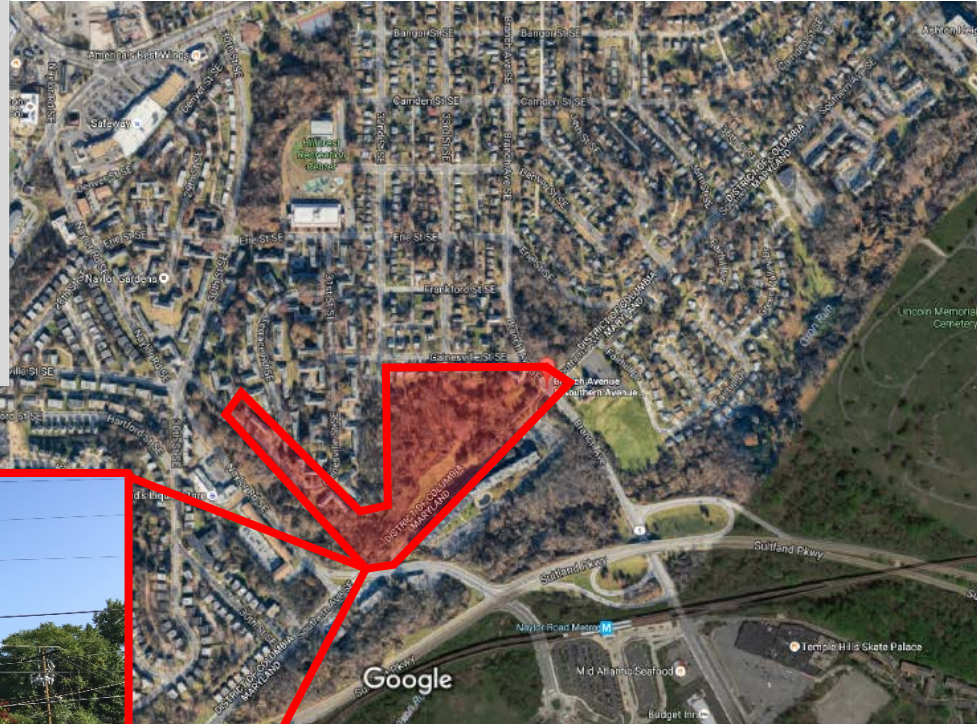


Analysis of Individual Sites

// Site 1: Hillcrest Site Fast Facts

Site Description:






- The Hillcrest site borders the District boundary with Maryland and is surrounded by residential uses. The site is undeveloped and heavily wooded. The site contains significant grade variation. The site is comprised of multiple privately-held parcels.

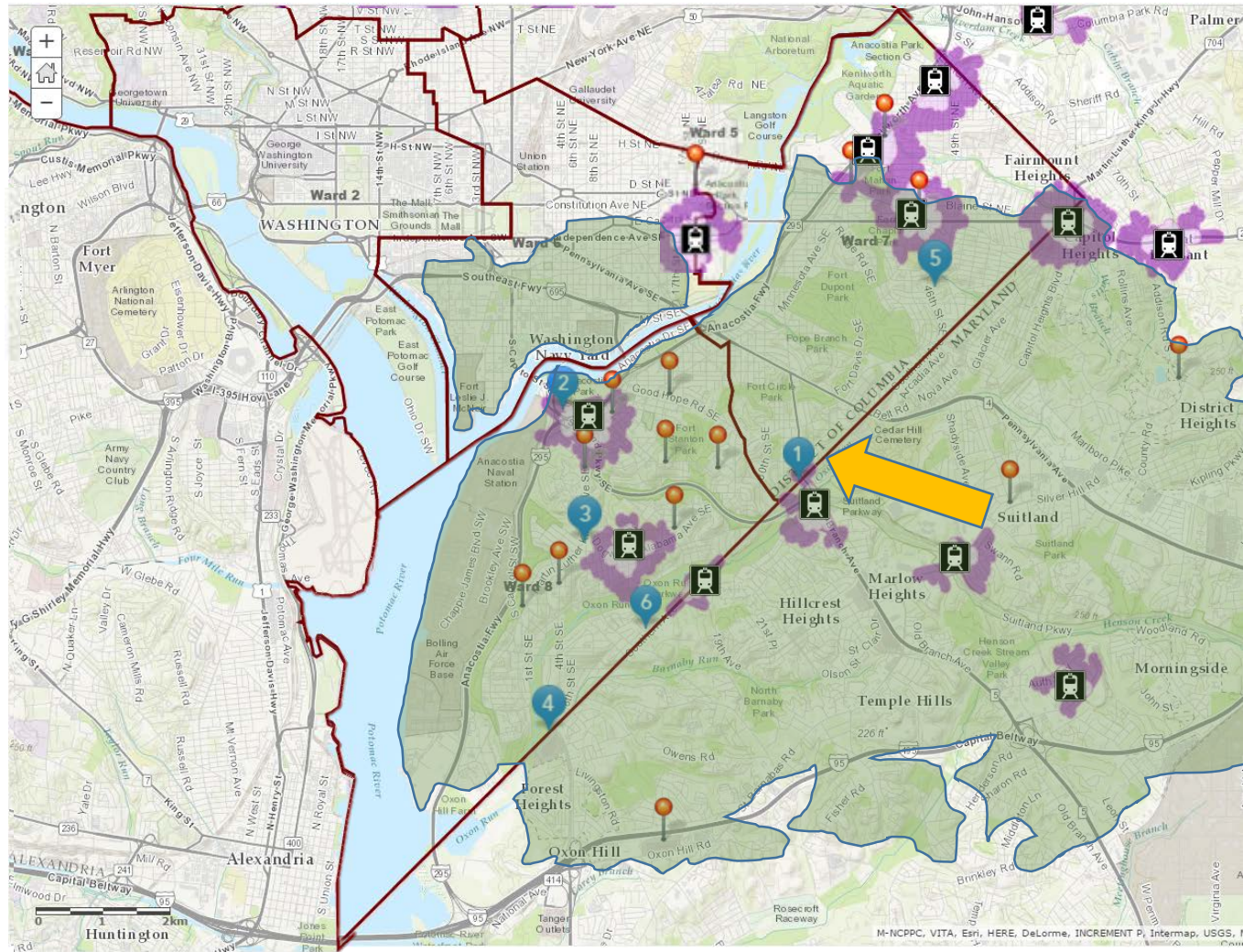


| | |
|----------------------------|---|
| Address | Southern Avenue at Branch Avenue |
| Ward | 7 |
| Size | 13.93 acres |
| Zoning | R-1-B |
| Allowable Use by Right | SFR, Churches, Public Recreation, Community |
| PUD Overlay | None |
| Maximum Coverage | 40% |
| Maximum FAR | N/A |
| Maximum Height | 40 Feet |
| Rezoning Required | Yes |
| Special Exception Required | No |

// Site 1: Hillcrest Site Overview

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station
-  10 Minute Drive Radius



M-NCPPC, VITA, Esri, HERE, DeLorme, INCREMENT P, Intermap, USGS, I

// Site 1: Hillcrest Site Scoring Matrix

Pros

- ✓ Central location within existing service area, equally accessible from Wards 7 and 8
- ✓ Within 10 minute walk of Naylor Road Metro Station
- ✓ Doesn't require removal of existing structures or displacement of existing uses

Cons

- ✗ Significant existing grade variation adds complexity and cost to development and access
- ✗ Proximity to "quiet" residential uses could make obtaining the necessary zoning difficult
- ✗ Currently comprised of seven separate parcels with three distinct private owners, creating acquisition complexity and risk

Excellent, central location challenged by entitlement and constructability issues.

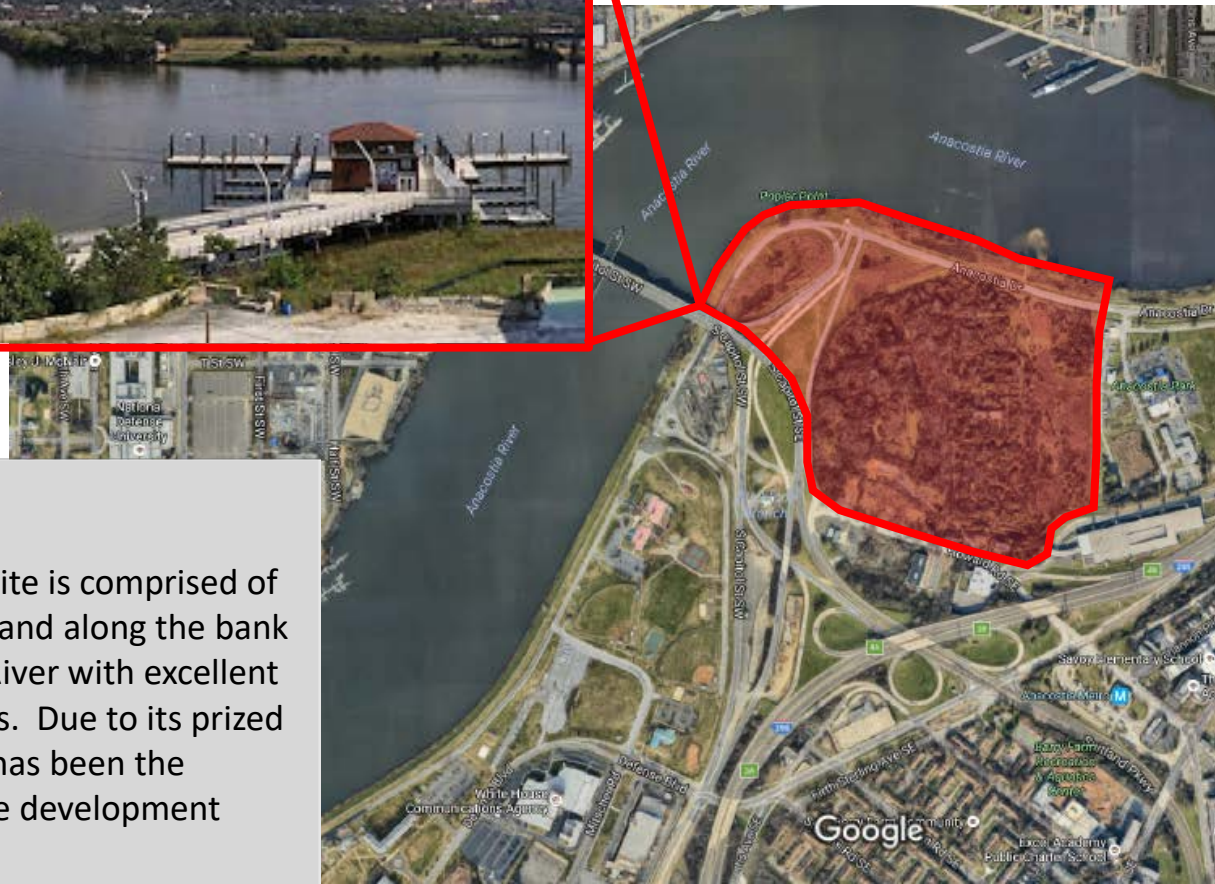
| | | Hillcrest Site |
|----------------------------|------------------------------------|----------------|
| Criteria Category | Criteria Detail | Score |
| Financial Considerations | Land Cost | 1 |
| | Demolition / Remediation Premium | 4 |
| | Sitework Premium | 2 |
| | Entitlement Premium | 1 |
| | Utility Extensions | 4 |
| | Access Extensions | 4 |
| | Other Economic Incentives | 3 |
| Category Subtotal | | 19 |
| Legal Considerations | Availability | 2 |
| | Encumbrances | 2 |
| | Entitlement Risk | 2 |
| | Prior / Continuing Occupancy Risks | 4 |
| | Category Subtotal | 10 |
| Logistical Considerations | Visibility | 2 |
| | Accessibility | 3 |
| | Network / Service Area Centrality | 4 |
| | Key Adjacencies / Proximities | 4 |
| | Constructability | 2 |
| | Category Subtotal | 15 |
| Operational Considerations | Parcel Size | 4 |
| | Parcel Configuration | 3 |
| | Programmatic Adequacy | 5 |
| | Parking | 4 |
| | Category Subtotal | 16 |
| Political Considerations | Constituency | 3 |
| | Community Impact | 4 |
| | Consistency | 4 |
| | Category Subtotal | 11 |
| Other Considerations | History | 3 |
| | Amenities | 3 |
| | View Sheds | 2 |
| | Category Subtotal | 8 |
| TOTAL SCORE | | 79 |

// Site 2: Poplar Point Fast Facts



Site Description






- The Poplar Point site is comprised of Federally-owned land along the bank of the Anacostia River with excellent visibility and views. Due to its prized location, the site has been the subject of multiple development studies.

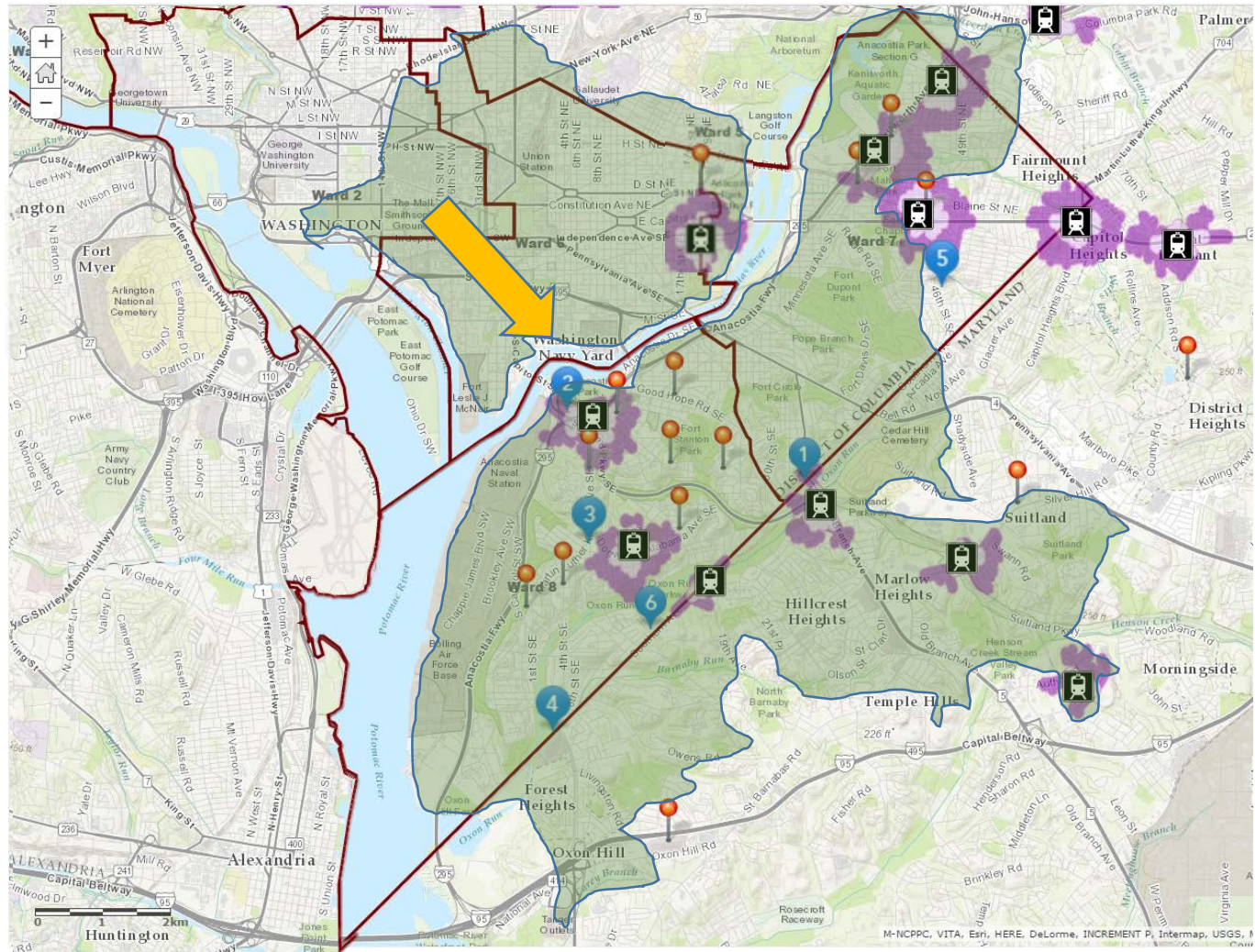


| | |
|-----------------------------------|---------------------------|
| Address | Anacostia Drive |
| Ward | 8 |
| Size | 37.76 acres |
| Zoning | C-M-1 Unzoned |
| Allowable Use by Right | Commercial, Manufacturing |
| PUD Overlay | None |
| Maximum Coverage | N/A |
| Maximum FAR | 3 |
| Maximum Height | 40 Feet |
| Rezoning Required | Yes |
| Special Exception Required | No |

// Site 2: Popular Point Site Overview

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station
-  10 Minute Drive Radius



// Site 2: Poplar Point Scoring Matrix

Pros

- ✓ Unmatched visibility and location recognition
- ✓ Excellent accessibility via multiple major thoroughfares
- ✓ Doesn't require removal of existing structures or displacement of existing uses

Cons

- ✗ High profile site with multiple proposed development plans could make entitlement challenging
- ✗ Not central to existing service area, patient population
- ✗ Requires conveyance of land by United States Government

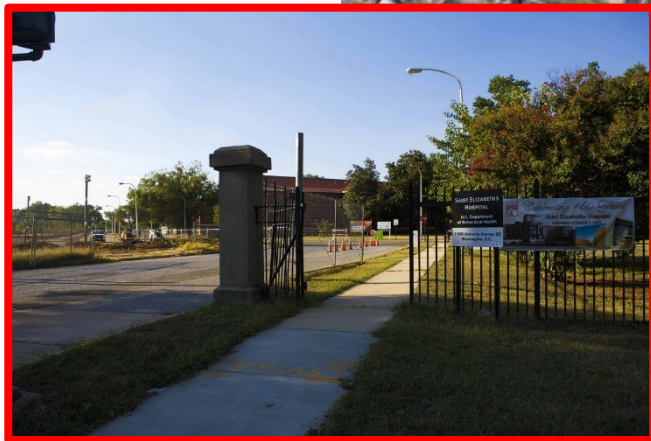
High-profile site with more appropriate long-term uses.

| | | Poplar Point Site |
|----------------------------|------------------------------------|-------------------|
| Criteria Category | Criteria Detail | Score |
| Financial Considerations | Land Cost | 2 |
| | Demolition / Remediation Premium | 4 |
| | Sitework Premium | 4 |
| | Entitlement Premium | 2 |
| | Utility Extensions | 3 |
| | Access Extensions | 3 |
| | Other Economic Incentives | 3 |
| Category Subtotal | | 21 |
| Legal Considerations | Availability | 2 |
| | Encumbrances | 1 |
| | Entitlement Risk | 1 |
| | Prior / Continuing Occupancy Risks | 4 |
| | Category Subtotal | 8 |
| Logistical Considerations | Visibility | 5 |
| | Accessibility | 5 |
| | Network / Service Area Centrality | 2 |
| | Key Adjacencies / Proximities | 5 |
| | Constructability | 4 |
| | Category Subtotal | 21 |
| Operational Considerations | Parcel Size | 4 |
| | Parcel Configuration | 4 |
| | Programmatic Adequacy | 5 |
| | Parking | 4 |
| | Category Subtotal | 17 |
| Political Considerations | Constituency | 3 |
| | Community Impact | 3 |
| | Consistency | 3 |
| | Category Subtotal | 9 |
| Other Considerations | History | 2 |
| | Amenities | 4 |
| | View Sheds | 5 |
| | Category Subtotal | 11 |
| TOTAL SCORE | | 87 |

// Site 3: St. Elizabeth East Campus Fast Facts

Site Description






- The St. Elizabeth's East site is currently undergoing redevelopment with a variety of community-based uses that will add density and economic diversity while respecting the site's historic significance.

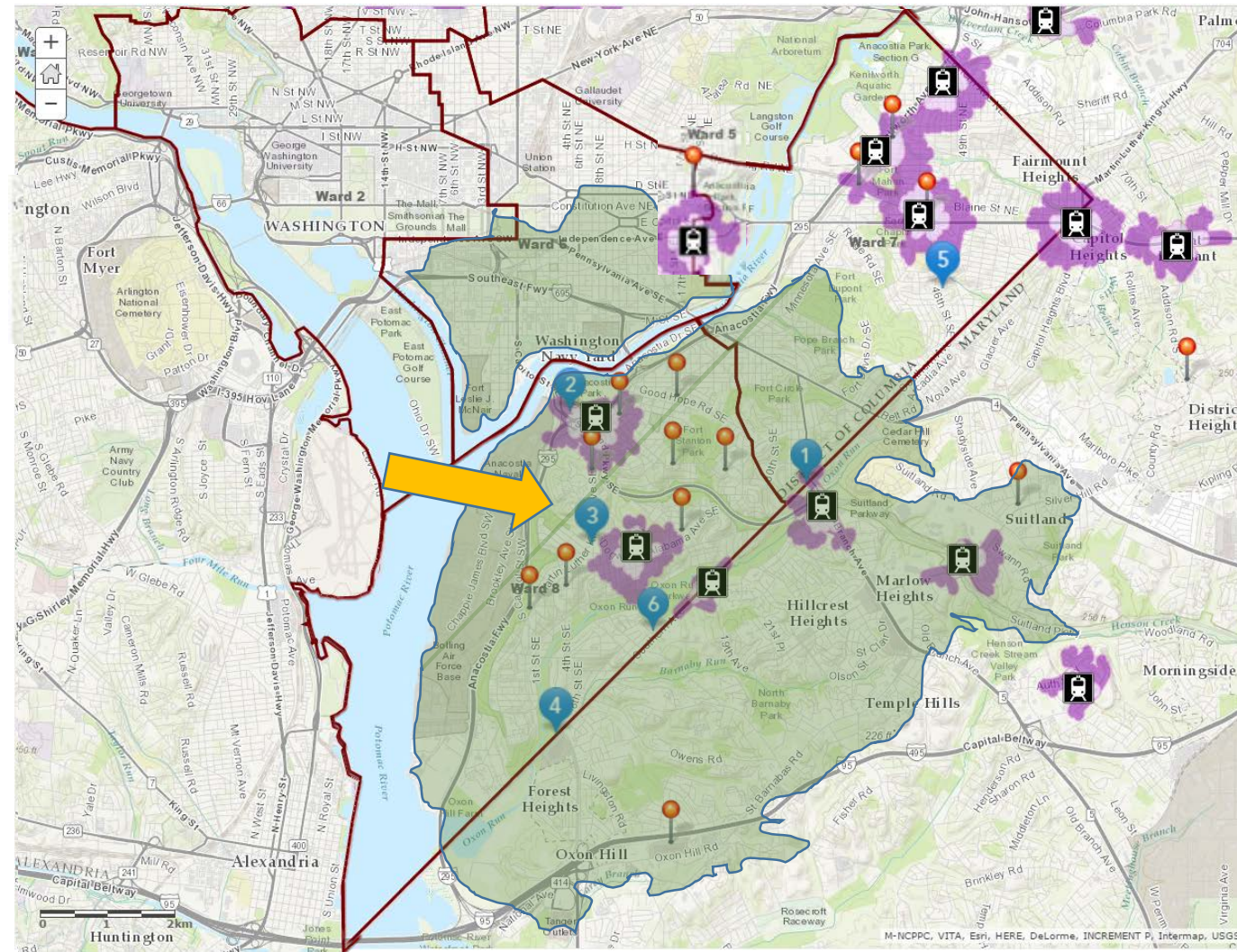


| | |
|----------------------------|----------------------------------|
| Address | Martin Luther King Jr. Avenue SE |
| Ward | 8 |
| Size | 137.74 acres |
| Zoning | Unzoned |
| Allowable Use by Right | Residential, Office |
| PUD Overlay | SP-1 |
| Maximum Coverage | 40% |
| Maximum FAR | 2.5 |
| Maximum Height | 65 Feet |
| Rezoning Required | No |
| Special Exception Required | No |

// Site 3: St. Elizabeth East Campus Site Overview

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station
-  10 Minute Drive Radius



// Site 3: St. Elizabeth East Camus Scoring Matrix

Pros

- ✓ Intense District focus on the redevelopment of the site will increase density and economic investment in the surrounding areas
- ✓ The site is centrally located within the service area and accessible via several major arterials
- ✓ The site is within a 10-minute walk of the Congress Heights Metro Station

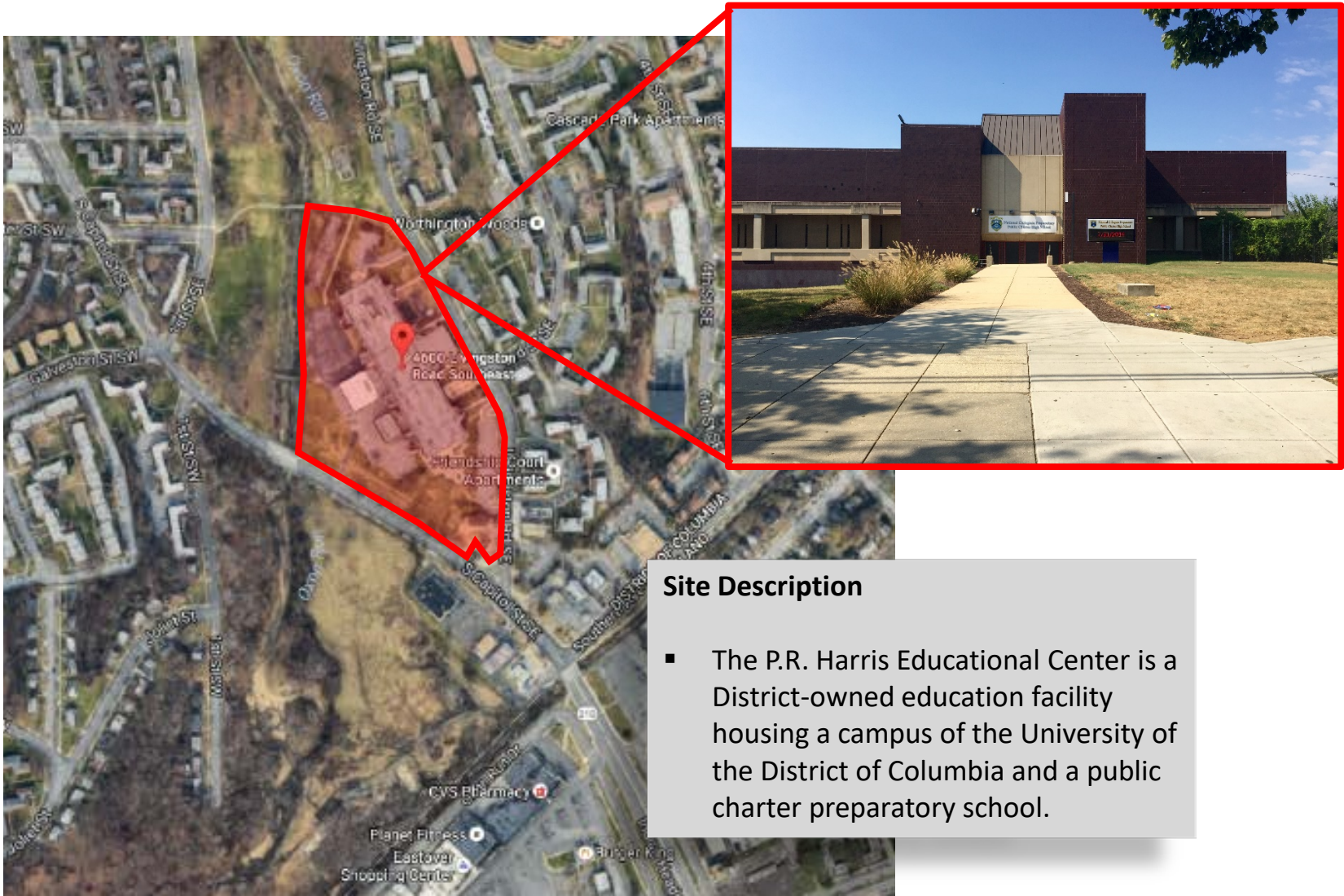
Cons

- ✗ The Final Master Plan and Design Guidelines for the St. Elizabeth's East development do not allow by right nor consider a hospital use
- ✗ The Department of Homeland Security, whose headquarters at St. Elizabeth's West will finish in 2017, has discouraged a hospital use on the St. Elizabeth's East site due to security and other operational concerns

Opportunity to participate in and benefit from high-profile redevelopment initiative, but with political challenges.

| | | St. Elizabeth Site |
|----------------------------|------------------------------------|--------------------|
| Criteria Category | Criteria Detail | Score |
| Financial Considerations | Land Cost | 3 |
| | Demolition / Remediation Premium | 2 |
| | Sitework Premium | 4 |
| | Entitlement Premium | 2 |
| | Utility Extensions | 2 |
| | Access Extensions | 3 |
| | Other Economic Incentives | 3 |
| Category Subtotal | | 19 |
| Legal Considerations | Availability | 2 |
| | Encumbrances | 2 |
| | Entitlement Risk | 2 |
| | Prior / Continuing Occupancy Risks | 2 |
| | Category Subtotal | 8 |
| Logistical Considerations | Visibility | 4 |
| | Accessibility | 4 |
| | Network / Service Area Centrality | 5 |
| | Key Adjacencies / Proximities | 5 |
| | Constructability | 4 |
| | Category Subtotal | 22 |
| Operational Considerations | Parcel Size | 5 |
| | Parcel Configuration | 5 |
| | Programmatic Adequacy | 5 |
| | Parking | 2 |
| | Category Subtotal | 17 |
| Political Considerations | Constituency | 3 |
| | Community Impact | 4 |
| | Consistency | 4 |
| | Category Subtotal | 11 |
| Other Considerations | History | 4 |
| | Amenities | 4 |
| | View Sheds | 2 |
| | Category Subtotal | 10 |
| TOTAL SCORE | | 87 |

// Site 4: P. R. Harris Educational Center Fast Facts








Site Description

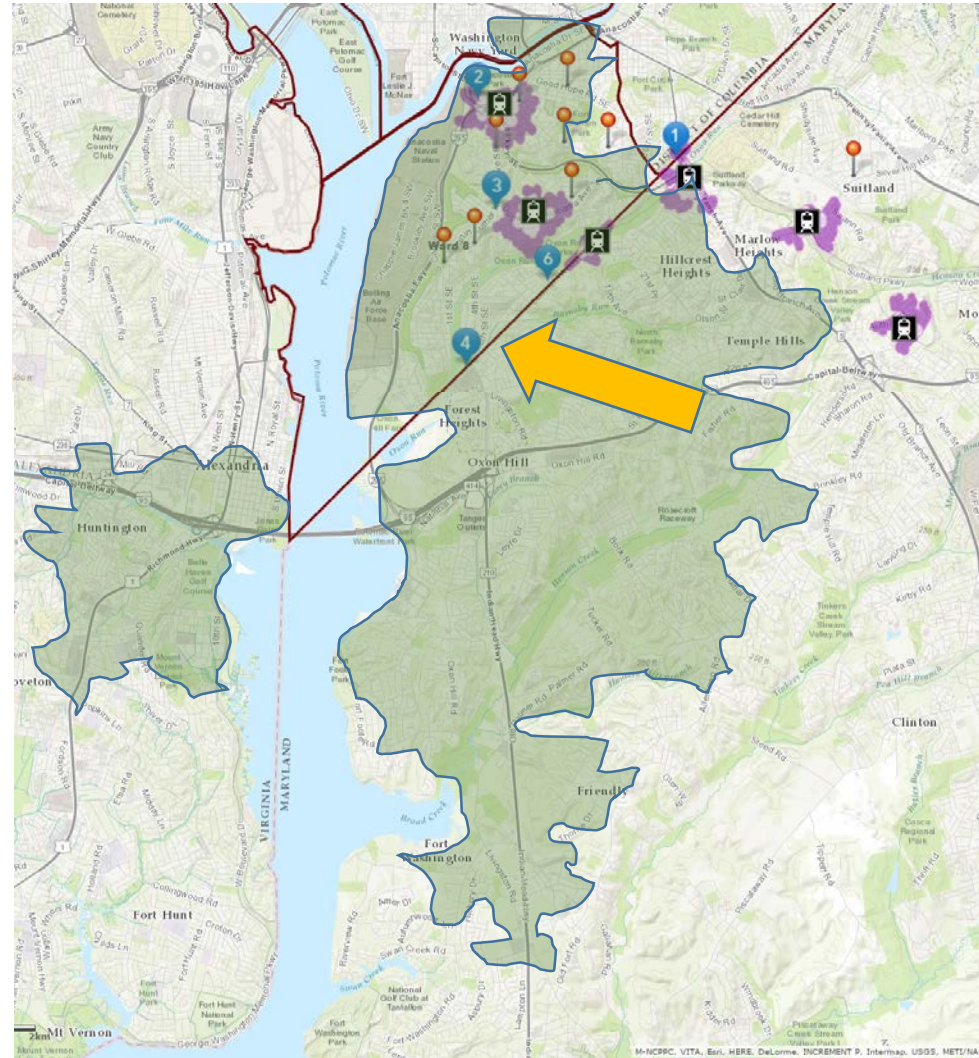
- The P.R. Harris Educational Center is a District-owned education facility housing a campus of the University of the District of Columbia and a public charter preparatory school.

| | |
|----------------------------|---------------------------------------|
| Address | 4600 Livingston Road SE |
| Ward | 8 |
| Size | 8.46 acres |
| Zoning | C-3-A, R-5-A |
| Allowable Use by Right | Medium Density Mixed Use, Residential |
| PUD Overlay | None |
| Maximum Coverage | 100% |
| Maximum FAR | 2.5 |
| Maximum Height | 65 Feet |
| Rezoning Required | Yes |
| Special Exception Required | No |

// Site 4: P. R. Harris Educational Center Site Overview

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station
-  10 Minute Drive Radius



// Site 4: P. R. Harris Educational Center Scoring Matrix

Pros

- ✓ The site is adjacent to a large public park that could expand the core program to include other community-based amenities
- ✓ The site is proximate to nearby community center and other community investment initiatives
- ✓ The site is accessible via several arterial connections

Cons

- ✗ The site is currently home to two community-based educational programs that would be displaced, at least temporarily, by any new hospital development
- ✗ The site is less centrally-located within the service area than others in consideration
- ✗ The site is the smallest in consideration and would require high density development with associated cost premium to support the program

Political and programmatic challenges outweigh proximity advantages.

| | | P. R. Harris Site |
|----------------------------|------------------------------------|-------------------|
| Criteria Category | Criteria Detail | Score |
| Financial Considerations | Land Cost | 3 |
| | Demolition / Remediation Premium | 1 |
| | Sitework Premium | 3 |
| | Entitlement Premium | 1 |
| | Utility Extensions | 3 |
| | Access Extensions | 3 |
| | Other Economic Incentives | 2 |
| Category Subtotal | | 16 |
| Legal Considerations | Availability | 1 |
| | Encumbrances | 2 |
| | Entitlement Risk | 2 |
| | Prior / Continuing Occupancy Risks | 1 |
| | Category Subtotal | 6 |
| Logistical Considerations | Visibility | 3 |
| | Accessibility | 3 |
| | Network / Service Area Centrality | 2 |
| | Key Adjacencies / Proximities | 4 |
| | Constructability | 4 |
| | Category Subtotal | 16 |
| Operational Considerations | Parcel Size | 2 |
| | Parcel Configuration | 4 |
| | Programmatic Adequacy | 2 |
| | Parking | 1 |
| | Category Subtotal | 9 |
| Political Considerations | Constituency | 2 |
| | Community Impact | 2 |
| | Consistency | 1 |
| | Category Subtotal | 5 |
| Other Considerations | History | 3 |
| | Amenities | 4 |
| | View Sheds | 3 |
| | Category Subtotal | 10 |
| TOTAL SCORE | | 62 |

// Site 5: Fletcher Johnson School Fast Facts

Site Description






- The Fletcher Johnson School site lies in a redeveloping residential area of Ward 7. The existing facility is mostly abandoned and in a state of disrepair. The site is the farthest north of the locations being considered. The site currently houses a Department of Health clinic.

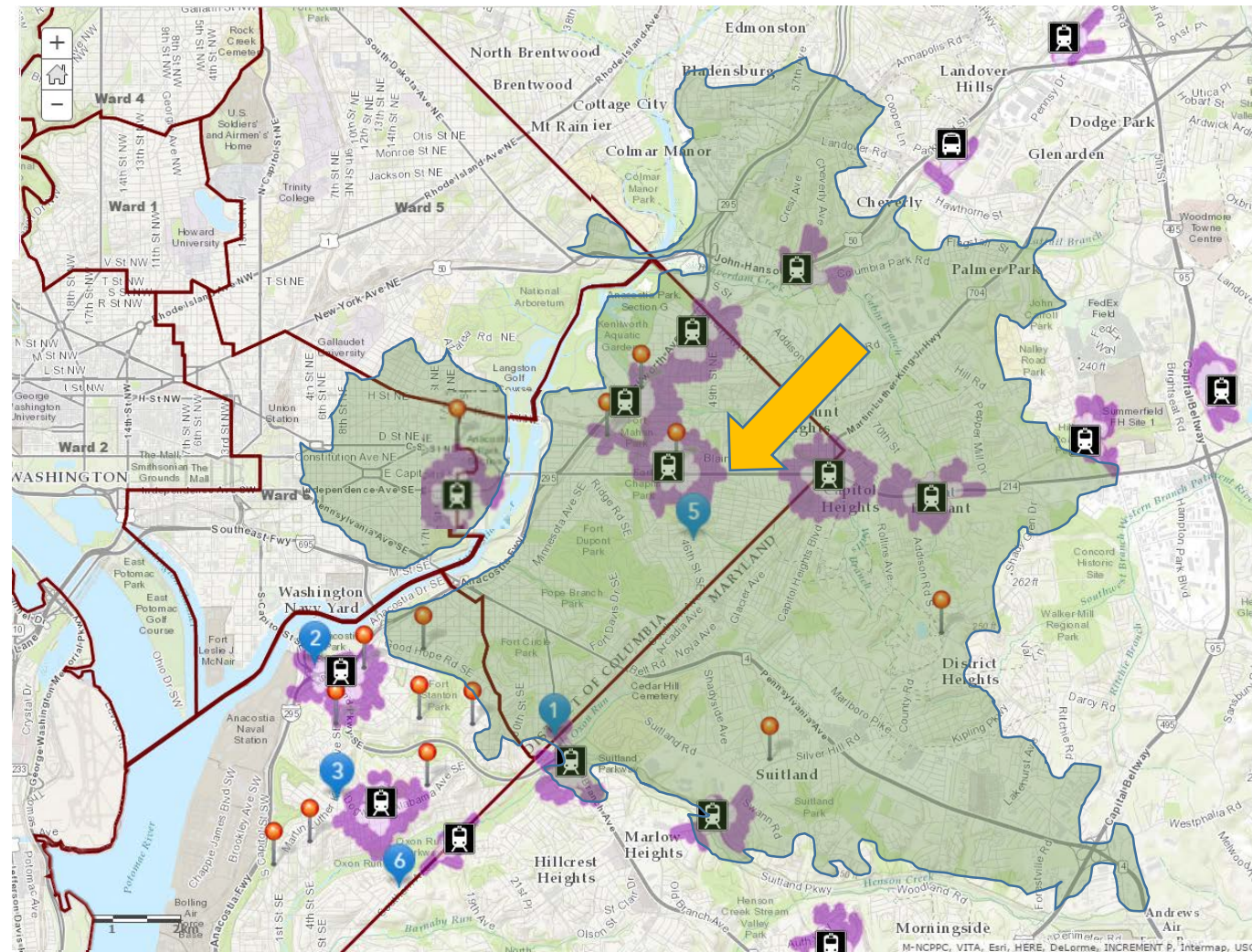


| | |
|----------------------------|--|
| Address | 4650 Benning Road SE |
| Ward | 7 |
| Size | 15.26 acres |
| Zoning | R-5-A |
| Allowable Use by Right | SFR (New Development), Churches & Schools, Public Recreation and Community |
| PUD Overlay | None |
| Maximum Coverage | 20% |
| Maximum FAR | .09 |
| Maximum Height | 40 Feet |
| Rezoning Required | Yes |
| Special Exception Required | N/A |

// Site 5: Fletcher Johnson School Site Overview

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station
-  10 Minute Drive Radius



// Site 5: Fletcher Johnson School Scoring Matrix

Pros

- ✓ The site lies within Ward 7 on the northern boundary of the current service area potentially improving access to care by Ward 7 residents
- ✓ The site is largely abandoned and blighted; redevelopment would be welcomed by the community
- ✓ The site is bordered by other community reinvestment initiatives, including housing and education facilities

Cons

- ✗ The site is the farthest from the center of the existing service area
- ✗ The site has variations in grade that will make development more costly and challenging
- ✗ The site contains an existing facility that must be removed to make way for redevelopment
- ✗ The site is not served by public transportation

Ward 7 location offers community-building opportunities combined with excellent location fundamentals.

| | | Fletcher Johnson Site |
|----------------------------|------------------------------------|-----------------------|
| Criteria Category | Criteria Detail | Score |
| Financial Considerations | Land Cost | 3 |
| | Demolition / Remediation Premium | 2 |
| | Sitework Premium | 2 |
| | Entitlement Premium | 4 |
| | Utility Extensions | 4 |
| | Access Extensions | 4 |
| | Other Economic Incentives | 4 |
| Category Subtotal | | 23 |
| Legal Considerations | Availability | 4 |
| | Encumbrances | 4 |
| | Entitlement Risk | 4 |
| | Prior / Continuing Occupancy Risks | 4 |
| | Category Subtotal | 16 |
| Logistical Considerations | Visibility | 3 |
| | Accessibility | 4 |
| | Network / Service Area Centrality | 2 |
| | Key Adjacencies / Proximities | 4 |
| | Constructability | 2 |
| | Category Subtotal | 15 |
| Operational Considerations | Parcel Size | 4 |
| | Parcel Configuration | 4 |
| | Programmatic Adequacy | 4 |
| | Parking | 4 |
| | Category Subtotal | 16 |
| Political Considerations | Constituency | 4 |
| | Community Impact | 5 |
| | Consistency | 4 |
| | Category Subtotal | 13 |
| Other Considerations | History | 3 |
| | Amenities | 3 |
| | View Sheds | 3 |
| | Category Subtotal | 9 |
| TOTAL SCORE | | 92 |

// Site 6: United Medical Center Fast Facts



Site Description






- The existing United Medical Center site is located centrally within the service area, and benefits from good access via major arterial roadways. The site contains the existing UMC facility, which is in serviceable condition resulting from continuous reinvestment. The site therefore uniquely presents the opportunity to redevelop and reuse elements of the existing hospital infrastructure.

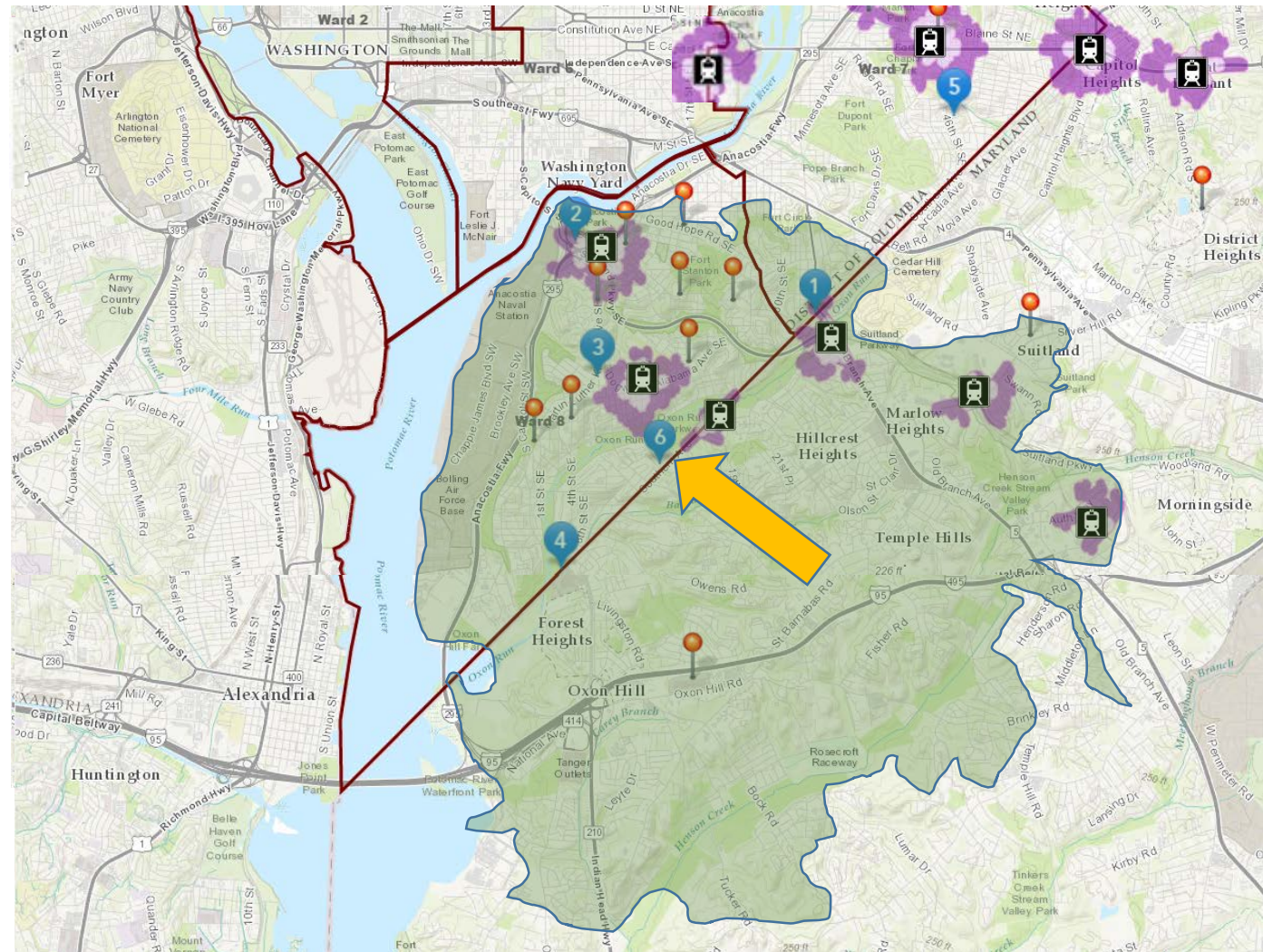


| | |
|----------------------------|--|
| Address | 1310 Southern Avenue SE |
| Ward | 8 |
| Size | 16.10 acres |
| Zoning | R-5-A |
| Allowable Use by Right | SFR (New Development), Churches & Schools, Public Recreation and Community |
| PUD Overlay | None |
| Maximum Coverage | 20% |
| Maximum FAR | .09 |
| Maximum Height | 40 Feet |
| Rezoning Required | Yes |
| Special Exception Required | N/A |

// Site 6: United Medical Center Site Overview

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

-  Federally Qualified Health Center
-  Metro Station
-  5 Minute Walk from Station
-  10 Minute Walk from Station
-  10 Minute Drive Radius



// Site 6: United Medical Center Scoring Matrix

Pros

- ✓ The site contains existing healthcare infrastructure that could be reused and repurposed in an effort to reduce overall investment
- ✓ The site is within a 10-minute walk of the Southern Avenue Metro Station and encompasses an on-campus transit stop
- ✓ Conveyance and entitlement issues are mitigated by the site's in-place intended healthcare use

Cons

- ✗ Placing the new hospital on an alternate site may assist with rebranding
- ✗ The site is not as centrally-located as some others in consideration
- ✗ The site is prominently in the path of redevelopment and may not be best utilized for healthcare in the long run

Leveraging existing infrastructure can reduce in-place cost, mitigate risk and accelerate schedule.

| | | UMC Site |
|----------------------------|------------------------------------|----------|
| Criteria Category | Criteria Detail | Score |
| Financial Considerations | Land Cost | 3 |
| | Demolition / Remediation Premium | 3 |
| | Sitework Premium | 3 |
| | Entitlement Premium | 5 |
| | Utility Extensions | 4 |
| | Access Extensions | 4 |
| | Other Economic Incentives | 5 |
| Category Subtotal | | 27 |
| Legal Considerations | Availability | 5 |
| | Encumbrances | 5 |
| | Entitlement Risk | 5 |
| | Prior / Continuing Occupancy Risks | 5 |
| | Category Subtotal | 20 |
| Logistical Considerations | Visibility | 4 |
| | Accessibility | 4 |
| | Network / Service Area Centrality | 4 |
| | Key Adjacencies / Proximities | 4 |
| | Constructability | 4 |
| | Category Subtotal | 20 |
| Operational Considerations | Parcel Size | 4 |
| | Parcel Configuration | 4 |
| | Programmatic Adequacy | 4 |
| | Parking | 4 |
| | Category Subtotal | 16 |
| Political Considerations | Constituency | 4 |
| | Community Impact | 4 |
| | Consistency | 5 |
| | Category Subtotal | 13 |
| Other Considerations | History | 4 |
| | Amenities | 3 |
| | View Sheds | 5 |
| | Category Subtotal | 12 |
| TOTAL SCORE | | 108 |

// Composite Site Scoring Matrix

| | | Hillcrest Site | Poplar Point Site | St. Elizabeth Site | P. R . Harris Site | Fletcher Johnson Site | UMC Site |
|----------------------------|------------------------------------|----------------|-------------------|--------------------|--------------------|-----------------------|------------|
| Criteria Category | Criteria Detail | Score | Score | Score | Score | Score | Score |
| Financial Considerations | Land Cost | 1 | 2 | 3 | 3 | 3 | 3 |
| | Demolition / Remediation Premium | 4 | 4 | 2 | 1 | 2 | 3 |
| | Sitework Premium | 2 | 4 | 4 | 3 | 2 | 3 |
| | Entitlement Premium | 1 | 2 | 2 | 1 | 4 | 5 |
| | Utility Extensions | 4 | 3 | 2 | 3 | 4 | 4 |
| | Access Extensions | 4 | 3 | 3 | 3 | 4 | 4 |
| | Other Economic Incentives | 3 | 3 | 3 | 2 | 4 | 5 |
| | Category Subtotal | 19 | 21 | 19 | 16 | 23 | 27 |
| Legal Considerations | Availability | 2 | 2 | 2 | 1 | 4 | 5 |
| | Encumbrances | 2 | 1 | 2 | 2 | 4 | 5 |
| | Entitlement Risk | 2 | 1 | 2 | 2 | 4 | 5 |
| | Prior / Continuing Occupancy Risks | 4 | 4 | 2 | 1 | 4 | 5 |
| | Category Subtotal | 10 | 8 | 8 | 6 | 16 | 20 |
| Logistical Considerations | Visibility | 2 | 5 | 4 | 3 | 3 | 4 |
| | Accessibility | 3 | 5 | 4 | 3 | 4 | 4 |
| | Network / Service Area Centrality | 4 | 2 | 5 | 2 | 2 | 4 |
| | Key Adjacencies / Proximities | 4 | 5 | 5 | 4 | 4 | 4 |
| | Constructability | 2 | 4 | 4 | 4 | 2 | 4 |
| | Category Subtotal | 15 | 21 | 22 | 16 | 15 | 20 |
| Operational Considerations | Parcel Size | 4 | 4 | 5 | 2 | 4 | 4 |
| | Parcel Configuration | 3 | 4 | 5 | 4 | 4 | 4 |
| | Programmatic Adequacy | 5 | 5 | 5 | 2 | 4 | 4 |
| | Parking | 4 | 4 | 2 | 1 | 4 | 4 |
| | Category Subtotal | 16 | 17 | 17 | 9 | 16 | 16 |
| Political Considerations | Constituency | 3 | 3 | 3 | 2 | 4 | 4 |
| | Community Impact | 4 | 3 | 4 | 2 | 5 | 4 |
| | Consistency | 4 | 3 | 4 | 1 | 4 | 5 |
| | Category Subtotal | 11 | 9 | 11 | 5 | 13 | 13 |
| Other Considerations | History | 3 | 2 | 4 | 3 | 3 | 4 |
| | Amenities | 3 | 4 | 4 | 4 | 3 | 3 |
| | View Sheds | 2 | 5 | 2 | 3 | 3 | 5 |
| | Category Subtotal | 8 | 11 | 10 | 10 | 9 | 12 |
| TOTAL SCORE | | 79 | 87 | 87 | 62 | 92 | 108 |

// Site Scoring Notes

- Site 6 developed its greatest lead over the other sites due to the logistical and legal advantages associated with presently containing a hospital use, eliminating the need to rezone or acquire additional land and making available the opportunity to leverage existing infrastructure
- Site 5 saw its greatest scoring advantage come from the political and intangible considerations surrounding both removing a blight as well as improving access to care for the residents of Ward 7
- Site 3 compared extremely favorably in logistical and operational categories, but lost points for the significant impediments associated with the planned use and proposed density of the site, and more importantly the proximity to DHS
- Site 1 scored well for centrality and proximity, as well as for improving access for Ward 7 residents, but was severely handicapped by logistical concerns around constructability, accessibility and visibility. Site 1 also presents the greatest legal and entitlement challenges associated with aggregating multiple land parcels
- Sites 2 and 4 present distinct challenges that are not sufficiently outweighed by advantages to place them at the top of the scoring

Summary of Findings & Recommendation

// Summary of Findings and Recommendation

- The blind scoring of the sites based on the empirical measurement criteria supported our team's consensus of opinion developed through the evaluation process
- The sites that scored best rose to the top because they either present less significant risk to development (Site 6) or a confluence of advantages over and above the core criteria (Site 5)
- All evaluated sites have limiting or non-supporting factors that present risk to development, such as zoning or concerns about highest and best use of the land considering a >50-year investment horizon
- The District will need the tools to build community support for any site under serious consideration, and should prepare preliminary development plans associated with one or more site options
- HBS therefore recommends proceeding to Phase 1B of the Facilities Consulting Agreement and developing preliminary development plans for Sites 5 and 6

// Updated Scoring Matrix

Following the HBS presentation of the Draft report, it was requested that the HBS Site Scoring Matrix focus on the Financial, Legal, Logistical, and Operational Considerations of a new facility location.

This revision, along with additional feedback provided to HBS after the Draft report was submitted, resulted in updates to the scoring matrix.

The revised matrix is on this page.

| Revised 1/19/17 | | Hillcrest Site | Poplar Point Site | St. Elizabeth Site | P. R. Harris Site | Fletcher Johnson Site | UMC Site |
|----------------------------|------------------------------------|----------------|-------------------|--------------------|-------------------|-----------------------|----------|
| Criteria Category | Criteria Detail | Score | Score | Score | Score | Score | Score |
| Financial Considerations | Land Cost | 1 | 2 | 3 | 3 | 3 | 3 |
| | Demolition / Remediation Premium | 4 | 4 | 2 | 1 | 2 | 3 |
| | Site work Premium | 2 | 4 | 4 | 3 | 2 | 3 |
| | Entitlement Premium | 1 | 2 | 2 | 1 | 4 | 5 |
| | Utility Extensions | 4 | 3 | 2 | 3 | 4 | 4 |
| | Access Extensions | 4 | 3 | 3 | 3 | 4 | 4 |
| | Other Economic Incentives | 3 | 3 | 3 | 3 | 3 | 3 |
| Category Subtotal | | 19 | 21 | 19 | 17 | 22 | 25 |
| Legal Considerations | Availability | 5 | 2 | 5 | 1 | 4 | 5 |
| | Encumbrances | 5 | 1 | 5 | 2 | 4 | 5 |
| | Entitlement Risk | 5 | 1 | 5 | 2 | 4 | 5 |
| | Prior / Continuing Occupancy Risks | 5 | 4 | 5 | 1 | 4 | 5 |
| | Category Subtotal | 20 | 8 | 20 | 6 | 16 | 20 |
| Logistical Considerations | Visibility | 2 | 5 | 4 | 3 | 3 | 4 |
| | Accessibility | 3 | 5 | 4 | 3 | 3 | 4 |
| | Network / Service Area Centrality | 4 | 2 | 5 | 2 | 2 | 4 |
| | Key Adjacencies / Proximities | 4 | 5 | 5 | 4 | 4 | 4 |
| | Constructability | 2 | 4 | 4 | 4 | 2 | 4 |
| | Timing for Approvals | 2 | 1 | 3 | 1 | 1 | 4 |
| | Category Subtotal | 17 | 22 | 25 | 17 | 15 | 24 |
| Operational Considerations | Parcel Size | 4 | 4 | 5 | 2 | 4 | 4 |
| | Parcel Configuration | 3 | 4 | 5 | 4 | 4 | 4 |
| | Programmatic Adequacy | 5 | 5 | 5 | 2 | 4 | 4 |
| | Parking | 4 | 4 | 2 | 1 | 4 | 4 |
| | Category Subtotal | 16 | 17 | 17 | 9 | 16 | 16 |
| Other Considerations | History | 3 | 2 | 4 | 3 | 3 | 4 |
| | Amenities | 3 | 4 | 4 | 4 | 3 | 3 |
| | View Sheds | 2 | 5 | 2 | 3 | 3 | 5 |
| | Category Subtotal | 8 | 11 | 10 | 10 | 9 | 12 |
| TOTAL SCORE | | 80 | 79 | 91 | 59 | 78 | 97 |