

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

I. Introduction

- A. **Name of Major Institution:** Kaiser Permanente of Washington
- B. **Reporting Year:** 2020
- C. **Major Institution Contact Information:**

Julia Yeager,
Senior Director, Delivery System Strategy
Kaiser Permanente Washington
1300 SW 27th St, Renton, WA 98057-9813
206-630-2846 julia.a.yeager@kp.org

- D. **Master Plan Adoption Date and Date of Any Subsequent Amendments:** The current Major Institution Master Plan was adopted on October 31, 1988 under Group Health Cooperative. Kaiser Permanente acquired Group Health Cooperative in 2017. The MIMP is now under the name of Kaiser Permanente.

Note: For purposes of ongoing responsibilities and monitoring of the MIMP, the following substitutions are made for outdated terms and parties: “GHC” and “Kaiser Permanente” now refer to Kaiser Permanente (KP); “Seattle Engineering Department” or “SED” now refer to Seattle Department of Transportation (SDOT); and “Department of Construction and Land Use” or “DCLU” now refer to Seattle Department of Construction and Inspections (SDCI).

II. Progress in Meeting Master Plan Conditions

- A. **Provide a general overview of progress made in meeting the goals and conditions of the approved Master Plan:** Kaiser Permanente has not engaged in any new development identified in the approved Master Plan during the past year. Comments on the status of each condition are noted below.

Kaiser Permanente continues its commitment to improve the Transportation Management Plan through expanded programs and an investment in a commute incentive program for employees. The concentrated work over the past several years has resulted in achieving SOV rates below the MIMP and the neighborhood targets. These efforts will also further drive down the SOV rates in alignment with the Kaiser Permanente carbon neutral goals.

In 2020, COVID significantly changed how KP provided healthcare services to the community. Visitor and employee volumes and commute patterns to the Capitol Hill Campus were affected. Some Transportation Management Plan processes were interrupted during this period including data collection. As we begin entering the post COVID environment, KP will continue its efforts to improve the TMP and update the traffic study and commute trip data.

In 2020 Kaiser Permanente held a Standing Advisory Committee meeting on November 9th. The meeting agenda included a review of the 2019 report, Kaiser Permanente’s regional vision and how that strategy influences the Capital Hill campus.

- B. **In addition, list each condition and provide a brief narrative statement about the progress made towards compliance. This statement should include information explaining progress made (ranging from complete compliance, partial compliance to non-compliance) and strategies used (successful or**

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

unsuccessful) in meeting the condition plus, when applicable, what future measures will be pursued to reach compliance:

To date improvements through phase II of the MIMP have been implemented, along with the required conditions. No work identified as phase III of the MIMP has been initiated. See the Final Conditions information for more details.

Final Conditions of Approval of the Master Plan		2020 Status Update
Effective Date Conditions		
1.	<p>The Master Plan shall be effective for a period of 10 years from the date of adoption by the City Council (October 3, 1988).</p> <p><i>UPDATE: Under SMC 23.04.040, the Major Institutions Transition Rule, the development standards and TMP established in the Master Plan do not expire. The development program portion of the approved MIMP expired in 1998.</i></p>	<p>Kaiser Permanente did not pursue any amendments to the MIMP in 2020. The status stays as identified.</p>
Boundary and Zoning Conditions		
2.	<p>The boundary of the KP campus shall be extended to incorporate the KP-owned six-unit apartment building at 214 16th Avenue East.</p> <p><i>UPDATE: The MIMP Boundary was extended in 1988, however, the land and building were sold in 2007 and is no longer owned or occupied by Kaiser Permanente. Although it remains within the MIMP boundary, the existing building is on the historical register and has been redeveloped into housing.</i></p>	<p>This item is complete and in compliance with no changes.</p>
3.	<p>The proposed boundary extension to incorporate the United Methodist Church at 128 16th Avenue East is denied under the approved 1988 MIMP. GHC shall be allowed to use the church's facilities for conference meeting purposes if needed.</p>	<p>Kaiser Permanente does not lease or occupy any portion of this building.</p>
4.	<p>The proposed boundary extensions to incorporate the GHC-owned surface parking lots (P-11, P-12 and P-13) is denied under the approved 1988 MIMP.</p> <p><i>UPDATE: Surface lots P-11, P-12 and P-13 remain outside the MIO. Kaiser Permanente continues to own and operate the surface lots as existing non-conforming uses as allowed under the Seattle Municipal Code.</i></p>	<p>These lots are designated for use by patients, visitors and staff. There have been no modifications to the status of these lots since the approval of the MIMP. The MIMP anticipated an additional garage on site as part of phase III, however this phase final phase has not been pursued so the lots are still required to meet the overall parking need on the campus for patients and visitors.</p>
Parking and Traffic Conditions		
5.	<p>KP shall set biennial goals for reducing the parking shortfall to zero as early as possible but no later than ten years from the date of the approval of this master plan (October 3, 1988). KP shall conduct such studies as are needed to report to the director every two years regarding progress toward meeting the goals for reducing parking shortfall.</p>	<p>In 2019, Kaiser Permanente completed the Capitol Hill Campus Commute Trip Reduction Survey achieving the required response rate. The 2019 survey showed a significant decline in the SOV rate from the 2017 survey, exceeding the MIMP goal of 50% drive-alone rate.</p>

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

	Final Conditions of Approval of the Master Plan	2020 Status Update
		Due to the COVID impact on traffic volumes and commute patterns, the 2020 traffic study has been postponed until 2022 when SOV and parking are expected to return to pre-pandemic levels.
5a.	If needed as part of a Transportation Management Plan (TMP) approved by the Seattle Engineering Department and the Department of Construction and Land Use (DCLU), the DCLU director may approve the leasing of off-site parking lots or the leasing of spaces in existing church parking lots which don't contribute significantly to traffic congestion problems near the Kaiser Permanente campus. Kaiser Permanente shall provide shuttle service between the lots and the campus when the lots are beyond walking distance. Before approving Kaiser Permanente's leasing of off-site parking lots, DCLU shall notify the Kaiser Permanente Citizen Advisory Committee and post a notice at the main entrance to the parking lot. The notice shall allow the Committee and public 15 days to comment to DCLU on the potential impacts. New parking lots must be consistent with zoning restrictions and are subject to applicable environmental review. Kaiser Permanente shall accommodate needed off-street parking in structures within its boundaries to the maximum extent possible. Kaiser Permanente shall maintain its commitment to the goal agreed to in its 1974 agreement with the Capitol Hill Community Council for phasing out the use of surface lots P-7 and P-11 through P-16, and shall relinquish the use of lots P-15 and P-16 no later than the end of Phase III.	KP does not lease any parking in the area outside of the MIO. KP no longer utilizes the lot identified as P-17 in the MIMP. Since there are no lots beyond walking distance there is no longer a shuttle services to parking KP owns and continues to utilize lots P-7 and P-11 thru P16 for patient, staff and contractor parking. Phase III of the MIMP which included an additional parking garage has not been initiated as described. No new parking has been developed since completion of Phase II in 1992.
6.	KP shall contribute its fair share of associated costs of improvements of existing signals at 15th Avenue East/ East John Street/East Thomas Street as determined by the City Engineering Department and shall pay for a new signal at 15th Avenue East and East Denny Way, if the future traffic study determines a signal is warranted.	No change
7.	The objective of the TMP shall be to reduce the SOV level and parking demand to the lowest level the director and the Seattle Engineering Department (SED) deem reasonably achievable. The TMP shall be annually reviewed for goal attainment by SED and can be amended with the agreement of Kaiser Permanente, SED and DCLU. The TMP enforcement provisions in SMC 23.48.18 (C) (5) shall be applicable to the Kaiser Permanente TMP as part of the requirements of the master plan. The Transportation Management Plan shall include the following incentives to reduce spillover parking in the neighborhood:	The purpose of the TMP is acknowledged. While 2020 was dramatically impacted by the pandemic, KP staff has remained focus on opportunities and initiatives to reduce SOV during normal operations and recent efforts have brought the SOV rate below the MIMP goal. KP will continue to work with SDOT and SDCI staff to improve performance level of the TMP elements.

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

7a.	KP's Employee Transportation Coordinator shall be given the flexibility and management support needed to implement and enforce all aspects of the TMP.	In compliance with the TMP, Kaiser Permanente has an established department within the organization to coordinate and maintain building transportation. One focus of the Commute Solutions team is to reduce the SOV rate in compliance with the MIMP.
7b.	KP shall support the current RPZ by monitoring employee violations and instituting remedial action for repeaters; by not issuing RPZ stickers to employees unless they live within the RPZ boundaries; and by financially supporting the cost of RPZ stickers, signs and guest pass monitoring for operation of the zone.	Kaiser Permanente continues to support the current Residential Parking Zone (RPZ) by monitoring employees' parking and financially supporting the cost of RPZ stickers as required by the current MIMP.
7c.	The Transportation Management Plan shall be strengthened by providing parity between HOV subsidies. The public transit subsidy shall be increased to at least 50% and made available to all employees. KP's shuttles shall be priced so that employees do not pay more for this service than they would if they took public transit with a 50% subsidy. Vanpools shall be given free parking and provided a fare subsidy, equivalent to the 50% transit subsidy. Carpools of three (3) or more shall be given free parking in the new garage and carpools of two (2) shall pay a reduced parking fee equivalent to or less than the cost an employee would pay for a 50% subsidized transit pass.	<p>ORCA cards are provided to all KP staff at \$38 per year. This rate represents approximately 92% subsidy for public transportation if fully utilized.</p> <p>KP does not operate a shuttle service.</p> <p>Vanpools and carpools of three or more receive free parking.</p> <p>Carpools of two receive a 50% reduction in daily garage parking fee.</p>
7d.	<p>When the new garage is opened, vanpools and carpools (of three or more) shall be assigned to garage spaces. This would give priority parking to HOV modes and provide a distinct incentive to employees to use those transportation modes.</p> <p><i>UPDATE: These criteria were met with the opening of the new garage in 1992</i></p>	In addition to priority parking for HOV, there is secure, covered bicycle parking enclosure in the garage for staff with shower facilities located directly adjacent to the garage on the B level.
7e.	All SOV parking at KP shall be priced to reflect current market rates for commercial lots in the area and to reflect rates currently charged by other hospitals on First Hill. KP shall not provide free parking to any employee or staff commuting by SOV. SOV spaces shall be located in less preferential areas of the campus or in the off-campus parking lots.	Rate adjustments have been initiated over the years to maintain comparable costs for daily parking rates and in response to market conditions.
7f.	KP shall institute a Guaranteed Ride Home program for employees who use an HOV mode and need to get home for emergencies or need to work late. This program could include providing transit passes or shuttle or taxi service when necessary. (Metro will help set up guidelines for these programs.)	KP continues to have a Guaranteed Ride Home Program, offering up to 12 rides per year, offered at 3 per quarter. This exceeds the typical programs in the area.
7g.	KP shall work closely with Metro to alter routes and timetables such that more shift employees can be served.	KP meets quarterly with Metro to review routes and suggest improvements. Frequent service currently exists with Route 8, 10 and 43 providing service to the light rail station and other Metro transfer points.

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

7h.	<p>KP shall require its contractors to use off-street parking at locations outside of the neighborhood and to use shuttle buses to bring construction workers to the site or shall temporarily relocate SOV parkers to off campus parking lots and provide those spaces to construction workers.</p>	<p>All construction in 2020 was limited to minor interior renovations and infrastructure repairs. Contractors are required to park in the existing remote KP lots or in the service parking areas. The majority of the interior work occurs at night when parking is available in the garage.</p>
Pedestrian Access Conditions		
8.	<p>KP shall, at its expense, provide a handicapped accessible east-west pedestrian access walkway located about mid-block between East Denny Way and East Thomas Street, and connecting 15th and 16th Avenues East, which shall be open to the public for 24 hours per day. The final design of the walkway shall be subject to review and approval by DCLU, Land Use Division, and shall be constructed prior to final occupancy of the new MOB/garage. The design shall include appropriate signs and landscaping and shall be clearly identified as a public way.</p> <p><i>UPDATE: Kaiser Permanente maintains an accessible east-west pedestrian path between 15th and 16th Avenues East through the campus. The pathway is located just north of the access drive and is visibly marked as a public pathway. This pathway was established with the construction of the south MOB in 1992 and has been maintained since that time.</i></p>	<p>In compliance - no changes.</p>
Bulk and Design Conditions		
9.	<p>Any new structures at the KP campus shall be designed to minimize glare, bulk and shadow impacts. KP shall consider setting back the upper levels of new buildings to reduce bulk and shadow impacts and shall minimize glare impacts. To reduce the institutional appearance and bulk and scale impacts of the new structures, KP should consider use of building materials consistent with structures in the surrounding neighborhood and by alternating use of glass and non-reflective materials. Large unbroken blank wall surfaces should be discouraged. To ensure that the final design satisfies the intent of these mitigating measures, KP shall submit proposed design drawings to DCLU – Land Use Review for review and approval prior to filing for building permits. DCLU shall consider comments from the Citizens Advisory Committee and the Capitol Hill Community Council in its review and approval of building designs.</p> <p><i>UPDATE: All relevant development since 1988 has followed this guidance in its design and received review from the City and public. All projects have been reviewed through the Master Use Permit process with the City of Seattle.</i></p>	<p>In compliance - no changes.</p>
10.	<p>Provisions of retail frontage along 15th Avenue East is an important design element to soften the visual impacts of new</p>	<p>In both buildings the primary tenants are small local businesses, with some secondary</p>

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

	<p>large buildings and to maintain a pedestrian scale for this business frontage. KP shall include in the new Medical Office Building retail space fronting on 15th Avenue East which is equivalent in lineal feet to the retail space that would be displaced by construction of the MOB/garage. To assure that this replacement space offers a similar range of goods and services to the community, KP shall advertise its availability in local and daily newspapers, by listing with appropriate marketers experienced in renting commercial space, and by prominent display of for rent signs. KP shall consider further extending its retail frontage in the new West Wing addition. Relocating hospital services such as flower and gift shops and possibly a cafeteria, should be considered during design, to provide direct access onto 15th Avenue East and provide the appearance of a retail, pedestrian-oriented frontage.</p> <p><i>UPDATE: Retail space was developed along 15th Ave East in the South Medical Office Building in 1992. The retail space was part of the original development as dictated by these MIMP guidelines. The North Medical Office Building continues to have retail space along the 15th Ave. East as it had prior to the development of the current MIMP.</i></p>	<p>retail space used by Kaiser Permanente for an Eyewear shop and Hearing Center. These spaces are further identified in section III. B.</p> <p>Vacant space is actively being managed by a real estate broker.</p>
<p>11 [a]</p>	<p>The provision of quality open space and landscaping is critical in visually integrating the large scale of the campus buildings into the surrounding neighborhood and to maintain a pedestrian friendly environment adjacent to public streets and the replacement walkway.</p> <p>The KP landscape plan shall incorporate a play area for use of children visiting the campus at a safe and convenient location. The landscape plan shall also configure available open space into “mini-parks” with suitable seating and seasonal landscaping. Use of street trees and landscaping along the street margins is encouraged to help soften the institutional appearance at ground level. Outdoor areas should be sited to maximize sun exposure and special attention given to the needs of the elderly, handicapped, and children who would visit the hospital. Design of plantings shall also consider safety of pedestrian so that convenient hiding places are not inadvertently placed close to outdoor activity areas.</p> <p>Because the Master Plan development will occur in phases and program decisions may place continued development on hold for long periods, KP shall incorporate interim landscaping which satisfies these design criteria (such as the MOB and West Wing addition). The design and location of the replacement east/west pedestrian access between 15th and 16th Avenues is very important. It must be clearly identified and accessible to serve its intended function. Since all of these plans are still</p>	<p>In compliance - no significant changes.</p>

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

	<p>conceptual in the Master Plan, KP shall submit a proposed design for review and approval prior to issuance of building permits for any new structures. The replacement pedestrian walkway shall be approved by DCLU prior to issuance of building permits for the new MOB and its construction completed prior to final occupancy of that building.</p> <p><i>UPDATE: A neighborhood play area was developed as part of the South Medical Office Building development in 1992. This area remains available to the neighborhood. In addition, KP maintains an exterior courtyard with on the campus that is accessible to the public.</i></p>	
<p>11 [b]</p>	<p>The Major Institution Code Noise Development Standards of SMC 23.48.014 are modified to permit a relocated emergency vehicle entrance/exit onto 16th Avenue East.</p> <p><i>UPDATE: This emergency vehicle location is currently located off Thomas between 15th and 16th Ave East. This is the original location identified in the MIMP. The new location approved off 16th Ave East was part of phase III and not implemented. The primary emergency vehicle traffic is out going from the facility. KP operates an Urgent Care facility 24.</i></p>	<p>In compliance - no changes.</p>
Construction and Noise Conditions		
<p>12.</p>	<p>Construction noise will particularly impact residential and church uses near the south end of the campus. In addition to the requirements of Seattle’s Noise regulations (Chapter 25.08 Seattle Municipal Code), KP shall require its contractors to meet the following mitigation measures:</p> <ol style="list-style-type: none"> a. The use and maintenance of properly operating mufflers and quieting devices; b. The use of quietest available machinery and equipment; c. The use of electric equipment in preference to gas, diesel [or] pneumatic machinery; d. Locating construction equipment as far from nearby noise sensitive properties as possible; e. Shutting off idling equipment; f. Limitation of construction hours to non-holiday weekdays only, to coincide with the normal workday period, 7:00 a.m. to 6:00 p.m.; g. Scheduling the noisiest operations near the middle of the day, and notifying nearby residents whenever extremely noisy work will be occurring; h. The use of permanent or portable acoustic barriers around point noise sources. 	<p>No relevant construction occurred in 2020. The work completed was interior improvements and maintenance work.</p> <p>There were no known complaints related to construction activities.</p>

**KAISER PERMANENTE OF WASHINGTON
2020 MIMP ANNUAL REPORT**

III. Major Institution Development Activity Initiated or Under Construction within the MIO Boundary during the Reporting Period.

- A. List & Describe Development Activity Initiated or Under Construction (Non-Leased Activity):** There was no development activity within the MIO during 2020.
- B. Non-Major Institution Leasing Activity During the Reporting Period:**
1. 102 15th Ave E has required retail space per condition 10
 - a. The one retail space previously occupied by Any Lab Test Now has remained vacant since 2018.
 - b. KP is actively advertising the space for lease. The remaining tenants are as follows:
 - i. A New You Hair Salon, 550 s.f.
 - ii. Salal Credit Union- 270 s.f.- ATM renewal completed 6/9/2021
 2. 310 15th Ave East is not part of condition 10 but continues to have leased retail space as follows:
 - a. Capital D Café- 235 s.f. An ownership transfer occurred on 1/30/20.
 - b. Moli Bento Restaurant - 470 s.f.
 - c. 1-800 flowers- 985 s.f. Renewal in process.
 3. 122 16th Ave East is not part of condition 10.
 - a. It has vacant space previously leased by Pac Lab.
 - b. The remainder of the property is currently leased to Sound Mental Health including the adjacent parking to the South of the building.

IV. Major Institution Development Activity Outside but within 2,500 Feet of the MIO District Boundary:

- A. Land and Building Acquisition During the Reporting Period:** None
- B. Leasing Activity During the Reporting Period:** None

V. General Overview of Progress in Meeting Transportation Management Program (TMP)

A. Improved Investment in Commute Solution Team

1. In compliance with the TMP, Kaiser Permanente continues to operate a department within the organization to coordinate and maintain building transportation. The Commute Solutions team focuses on initiatives to incentivize staff to choose alternative transportation by maintaining and improving existing programs and seeking out new opportunities.
2. The Commute Solutions team continues to improve on the recent success such as the commute incentive program and aggressive out-reach to employees to help them find commute alternatives. Through the integration of the LUM platform we have real time data that informs the teams which areas are successful and where we need to focus energy.
3. In 2021 as the employees begin to return to the Capitol Hill Campus, the commute will heavily engage the staff to educate and identify alternative commute solutions. Additionally, KP will continue to work with neighboring organizations and local transit agencies on initiatives that support alternative transportation.
4. In 2022, KP will update the traffic study to better understand the parking utilization by our staff and member post-pandemic.