

**Virginia Mason Franciscan Health, First Hill campus  
2020 MIMP ANNUAL REPORT**

**January 5, 2021**

**Virginia Mason Franciscan Health, First Hill campus  
Major Institutional Master Plan Annual Status Report**

**I. Introduction**

- A. Name of Major Institution: Virginia Mason Franciscan Health
- B. Reporting Year: 2020
- C. Major Institution Contact Information:
  - Betsy Braun, Director, Planning & Real Estate, Virginia Mason Franciscan Health
  - R3-DCMP, P.O. Box 900, Seattle, WA 98111-0900
  - Tel: (206) 341-0941, Cell 206-679-5696,
  - (no fax)
  - [Betsy.Braun@VirginiaMason.org](mailto:Betsy.Braun@VirginiaMason.org)
- D. Master Plan Status: The Virginia Mason Franciscan Health Medical Center Major Institution Master Plan was reinstated and was approved by the City of Seattle Council on December 16, 2013. It is now in effect. There have been no amendments.

**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:** Virginia Mason Franciscan issued a Request for Proposals from developers on October 15<sup>th</sup>, 2018 to inquire as to their interest and ideas on how to develop the partial blocks currently occupied by the Cassel Crag, Blackford Hall and MRI buildings, and the parking lot at Terry and University Street for new ambulatory and mixed use buildings. The project was put on hold pending our merger discussions, and no progress has been made. It is not clear yet whether the project will be restarted.

There have been no Special Actions, DPD conclusions or council actions in the interim regarding Major Institution Master Plan activities regarding work done under the master plan, with the exception of the renewal of the Skybridge Permit for the Lindeman Skybridge – see below for additional information.

Covid-19 has profoundly adversely impacted our ability to provide services to our community, and we have been in a period of rapid innovation to meet the changing demands of our patients. We are pioneering innovative telemedicine solutions to safely connect to our patients and have sent all non-patient facing staff to work from home. This has impacted our ability to meet some of the requirements of the Master Plan, especially the Commuting provisions.
- 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 unsuccessful) in meeting the**

**condition plus, when applicable, what future measures will be pursued to reach compliance.**

<p>The Council hereby <b>approves</b> the proposed MIMP for Virginia Mason Franciscan Medical Center, Clerk File 311081, subject to the following conditions:</p>	<p>Action Taken in reporting period:</p>
<p><u>Master Plan</u>          1. The Standing Advisory Committee (SAC) will review and comment during the schematic and design stage of all proposed and potential projects intended for submission of applications to the City as follows: Any proposal for a new structure greater than 4,000 square feet or building addition greater than 4,000 square feet; proposed alley vacation petitions; and proposed street use term permits for skybridges. Design and schematics shall include future mechanical rooftop screening. The SAC will use the Design Guidelines checklist (Appendix E) for evaluation of all planned and potential projects outlined in the MIMP.</p>	<p>Virginia Mason Franciscan has issued its report on the structural condition of the Skybridge to the City, per the requirements, in 2019, and will do so again in 2021.</p>
<p>2. The goal for the TMP is to maintain the employee SOV rate below 30 percent.</p>	<p>Please refer to section V below.</p>
<p>3. Prior to Master Use Permit submittal of the Madison block redevelopment, submit to SDOT for review and acceptance a concept streetscape design plan for the north side of Madison Street between Boren and Terry Avenues. Virginia Mason Franciscan shall submit a draft of the Plan to the SAC for its review and comment concurrent with review by SDOT.          The plan shall be consistent with the provisions of the Seattle Right-of-Way Improvements Manual. Elements of the plan must include, but are not limited to: a minimum 18-foot-wide sidewalk; street trees and landscaping; continuous facade-mounted overhead weather protection; seating and leaning rails; pedestrian scaled lighting; transit patron amenities, such as real-time bus arrival displays; and wayfinding that directs pedestrians to campus uses and the Bus Rapid Transit on Madison, as well as other transit options, such as the First Hill Street Car and transit connections to Sound Transit light rail.</p>	<p>No action in reporting period</p>
<p>4. Prior to approval of the first Master Use Permit for development under the final MIMP, submit to DPD for review and approval a comprehensive wayfinding plan incorporating entry points to and through the campus for pedestrians, bicyclists and motorists. DPD shall consult with SDOT in its review. Virginia Mason Franciscan shall submit a draft of the Plan to the SAC for its review and comment concurrent with review by SDOT.</p>	<p>No action in reporting period</p>
<p>5. Virginia Mason Franciscan shall coordinate with</p>	<p>Please see item F below</p>

King County Metro to ensure existing transit stops are not impacted by development	
6. Current transit stops shall be incorporated into street improvement plans that are submitted with development. Amenities, such as benches and landscaping, should be provided and maintained by Virginia Mason Franciscan	No action in reporting period.
7. Virginia Mason Franciscan shall provide and maintain recycling and trash receptacles at any bus stop directly abutting Virginia Mason Franciscan development.	Virginia Mason Franciscan has located recycling cans in addition to trash cans at bus stops, but has found that the Public use both interchangeably, and have had to dispose of recycling can contents as trash. Also, two have been set on fire and not replaced. This provision requires rethinking.
8. Prior to issuance of a Master Use Permit for redevelopment of the Lindeman block, Virginia Mason Franciscan shall present the open space plan to the SAC and Horizon House for review and comment and obtain DPD approval of the plan. Provision of a total of 10,000 square feet of open space on this block is a requirement of development approval of the plan	No action in reporting period
9. In the event a development footprint on the Lindeman block would preclude 10,000 square feet of public open space on that block, Virginia Mason shall submit a plan for review and comment by the SAC that shows Virginia Mason Franciscan's actual open space plan for this site and where the remaining open space requirement would be provided. Prior to issuance of a Master Use Permit for the Lindeman block site, or for any development or addition exceeding 4,000 square feet on the site, Virginia Mason Franciscan shall present the open space plan to the SAC for review and comment and obtain DPD approval of the plan. Provision of this open space shall be a requirement of development approval of the plan. Relocation of open space from the Lindeman Pavilion block to another location within the campus shall include an open space concept plan, including a Shadow Study, for the new location and will be reviewed as a minor amendment to the Master Plan.	No action in reporting period
10. No un-modulated facade shall exceed 110 feet in length. Modulation shall be achieved by stepping back or projecting forward sections of building facades. Modulation shall be perceivable at the building block scale, which is identified in the Design Guidelines as 200-400 feet.	No action in reporting period
11. With each Master Use Permit application, and each skybridge term permit application, Virginia Mason Franciscan shall provide an updated view corridor analysis for that specific project.	No action in reporting period

<p>12. Specific buildings have been conditioned to have lower height limits than MIO 240 (Benaroya Institute, Lindeman, Jones Pavilion and the Baroness Hotel). Conditioned heights are shown on page 47 of the MIMP. Existing buildings, and any future buildings that have not been identified in the MIMP, may not exceed the conditioned height limits on these sites. Any request to change the conditioned heights shall require a major amendment to the MIMP.</p>	<p>No action in reporting period</p>
<p>13. No new surface parking lots are included in the MIMP. Any change of use within the MIO to surface parking for up to six months shall be considered a minor amendment to the MIMP. Such a change of use for a period greater than six months shall be considered a major amendment.</p>	<p>No action in reporting period</p>
<p>14. For new construction, the mechanical equipment, screening, and penthouses, with the exception of minor plumbing and ventilation stacks, may not exceed the MIO height limit of 240 feet or the conditioned height, whichever is lower.</p>	<p>No action in reporting period</p>
<p>15. With each subsequent Master Use Permit application, Virginia Mason Franciscan shall provide an analysis of the impacts of parking driveways, loading and service area drives, and pick-up/drop-off areas on pedestrian and vehicular flow on the surrounding sidewalks and streets. Appropriate design measures shall be identified and implemented to avoid adverse impacts to pedestrians, bicyclists and motorists.</p>	<p>No action in reporting period</p>
<p>16. Five years after the effective date of the MIMP, and every five years thereafter, Virginia Mason Franciscan shall hold a public meeting to review its annual report and other information intended to illustrate the status of MIMP implementation. The meeting shall be held in conjunction with a meeting of the SAC and shall be widely advertised to the surrounding community and include the opportunity for public comment.</p>	<p>The next time this will occur is in 2023.</p>
<p><u>Revisions to MIMP Text</u></p> <p>17. Revise page 32, text under Proposed Structure Setbacks, Figures 10 and 14 and Table 8 of the Final MIMP to state and show graphically that the future building located on the Ninth Avenue Garage redevelopment site will have a maximum depth (east/west) of 93 feet. The east and west lower and upper level building setbacks shall be based on the merits of the building design and by balancing the needs of the residents to the west and the needs of the pedestrian experience on 9th Avenue. A minimum setback of seven feet shall be</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>

<p>required for portions of the building 45 feet or less in height and 12 feet for portions of the building above 45 feet in height.</p>	
<p>18. Revise Figure 10 (page 34 of MIMP) to remove the area that appears to be an alley but is actually an existing driveway, and correct the setbacks shown on the east side of the Cassel Crag/Blackford Hall site to 7' for portions of building &lt;45' and 20' for portions of building &gt;45'.</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>
<p>19. Revise Figure 12 (page 37 of MIMP) to remove the notation of "alley" on the east side of the Cassel Crag/Blackford Hall site. The area is an existing driveway.</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>
<p>20. Revise Table 6 (page 37 of MIMP) Proposed Building Setbacks - Cassel Crag/Blackford Hall Block, row labeled "Abutting an Alley". Replace this label with "Abutting an Interior Lot Line". The Code language shall read "Land Use Code requires 7' average/5' minimum setback for portions of buildings &lt;45' in height and 20' for portions of buildings &gt;45' in height". The "Street/Avenue" column shall be changed from "Alley" to "Interior Lot Line". In the columns under Virginia Mason Franciscan's proposal, change "0" to "7" feet for portions of structure &lt;45' and change "10" to "20" feet for portions &gt;45'.</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>
<p>21. On page 50 of the MIMP under Street-Level Uses and Facades in NC zones, the last sentence of the second paragraph shall be amended as follows:</p> <p>"If the proposed expansion to include the 1000 Madison block is approved, Virginia Mason Franciscan intends to consider any of the following uses for potential location at street level along Madison Street and the portions of Boren and Terry Avenues within the NC-3 zoning and would be in compliance with the underlying zoning: medical services such as optical, eating and drinking establishments, retail sales and services, indoor sports and recreation, or perhaps lodging uses or additional open space."</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>
<p>22. On page 54, the fourth sentence of the third full paragraph shall be amended as follows:</p> <p><del>"The average life of a street tree in Seattle is approximately 15 years, demonstrating an ongoing need for</del> Virginia Mason Franciscan to be is committed to <u>maintaining mature street trees where possible and</u> replacing trees as needed over time</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>
<p>23. On page 79, the second sentence of the last paragraph in the description of the Chasselton Court Apartments shall be corrected as follows:</p> <p>"The majority of the apartments are studio apartments (55 units) with <del>six</del>-seven one-bedroom apartments."</p>	<p>Completed in 2013 during production of the final compiled master plan.</p>

<p>24. On page 80, the description of Virginia Mason Franciscan's housing replacement proposal shall be replaced with the following:</p> <p>Virginia Mason Franciscan's housing replacement shall:</p> <ul style="list-style-type: none"> <li>• Provide a minimum number of units equal to the number of units in the Chasselton Court apartments (62 units);</li> <li>• Provide no fewer than seven one-bedroom units and no units smaller than the size of the studio units in the Chasselton Court apartments;</li> <li>• Include a minimum of 31,868 net rentable square feet, equivalent to that in the Chasselton Court apartments;</li> <li>• Be of a construction quality equal to or greater than that in the Chasselton Court apartment units; and</li> <li>• Be located within the greater First Hill neighborhood, defined as the area between Interstate Highway 5 on the west, Pike Street on the north, 12th Avenue and Boren Avenue on the east, and the south boundary of Yesler Terrace on the south, as shown outlined in a broken black line on Figure 1 at page four of the MIMP.</li> </ul>	<p>Completed in 2013 during production of the final compiled master plan.</p>
<p><u>Revisions to Design Guidelines (Appendix E)</u>          25. On page 44, the following sentence shall be added at the beginning of the first paragraph on the right side of the graphic: "The views of upper level facades are of great importance to residents in surrounding high-rise buildings."</p>	<p>Completed in 2013 during production of the final compiled design guidelines</p>
<p>26. On page 45, amend 2.b "Multiple Views," as follows:</p> <p>Design buildings, including rooftops, street level facades, and upper level facades with consideration of how they will appear to viewers from surrounding residential buildings, non- motorized travelers at street level, and motorized travelers.</p>	<p>Completed in 2013 during production of the final compiled design guidelines</p>
<p>27. On page 74, under 5.a, "Consider the building from multiple vantage points," add "Views of Upper Level Facades".</p>	<p>Completed in 2013 during production of the final compiled design guidelines</p>
<p><u>Recommended Conditions - Rezone</u>          28. The underlying street-level development</p>	<p>No action in reporting period</p>

<p>standards for commercial zones shall apply, per SMC 23.47A.008, to all street-facing facades in the underlying NC3-160 Pedestrian designated zones including Madison Street and portions of Boren and Terry Avenues.</p>	
<p>29. In the event that development occurs along Madison Street, all existing businesses facing termination of leases and relocation shall: 1) be provided assistance from both the City of Seattle Office of Economic Development and Virginia Mason Franciscan to identify available spaces in the surrounding areas for permanent or interim relocation; and 2) receive advance notice of the availability of lease space in the completed development. Virginia Mason Franciscan is encouraged to continue leasing the existing commercial structures on the 1000 Madison Block until they are demolished for new construction.</p>	<p>The 1000 Madison block retail stores are now 100% leased. Covid-19 closures have temporarily closed the Hideout on Boren Ave, as it is a bar with no food service, and does not meet the state-mandated requirements for reopening. The other business are working at reduced capacity.</p>
<p>30. Before Virginia Mason Franciscan may receive a permit to demolish the Chasselton or change the use of the Chasselton to a non-residential major institution use, DPD must find that Virginia Mason Franciscan has performed either of the following two options:</p> <p>a. Virginia Mason Franciscan has submitted or caused to be submitted a building permit application or applications for the construction of comparable housing to replace the housing in the Chasselton. The building permit application(s) for the replacement housing project(s) may not include projects that were the subject of a MUP application submitted to DPD prior to Council approval of the MIMP. Minor involvement by Virginia Mason Franciscan in the housing project, such as merely adding Virginia Mason Franciscan's name to a permit application for a housing project, does not satisfy Virginia Mason Franciscan's obligation under this option. If Virginia Mason Franciscan chooses performance option a, it is encouraged to:</p> <ul style="list-style-type: none"> <li>• Contribute to the housing replacement project in a manner that will assure that at least 10% of the units (i.e., a number equal to 10% of the demolished units, or a total of 7 units) will be rented for at least 10 years at rates affordable to persons earning less than 80% of the median area income; and</li> <li>• Utilize a design that allows the project to compete effectively for public and private affordable housing grants and loans. This design provision is not intended to discourage creative solutions, such as siting affordable units in high-rise buildings otherwise containing market rate housing. Virginia Mason Franciscan may not receive credit in</li> </ul>	<p>Virginia Mason Franciscan elected to execute the payment option in 2015 and has satisfied this requirement. No further action in reporting period.</p>

fulfillment of the housing replacement requirement for any portion of the housing replacement cost that is financed by City funds. However, any City funds spent in excess of construction costs to provide affordability in what would otherwise be market-rate replacement units (i.e., to "buy down" rents in the completed building), shall not disqualify units as replacement housing under this condition.

b. Virginia Mason Franciscan has paid the City of Seattle to finance the construction of comparable replacement housing. Payment to the City under this option b shall be subject to the provisions of the City's Consolidated Plan for Housing and Community Development and the City's Housing Levy Administrative and Financial Plan in existence at the time the City assists in financing the replacement housing. The Office of Housing shall devote all funds provided by Virginia Mason Franciscan under this option b to a project or projects within the greater First Hill Neighborhood. Under this option b, Virginia Mason Franciscan may elect either:

- Within two years of MIMP approval, to pay the City of Seattle \$4,460,000 to help fund the construction of comparable replacement housing; or
- More than two years after final MIMP approval, to pay the City of Seattle 35% of the estimated cost of constructing the comparable replacement housing. The estimated cost shall be determined by DPD and the Office of Housing based on at least two development pro formas prepared by an individual(s) with demonstrated expertise in real estate financing or development. The determination of the estimated cost by DPD and the Office of Housing is final and not subject to appeal.

For purposes of performance option and of performance option b, the replacement housing must:

- a. Provide a minimum number of units equal to the number of units in the Chasselton Court apartments (62 units);
- b. Provide no fewer than seven one-bedroom units and no units smaller than the size of the studio units in the Chasselton Court apartments;



<ul style="list-style-type: none"> <li>c. Include a minimum of 31,868 net rentable square feet, equivalent to that in the Chasselton Court apartments;</li> <li>d. Be of a construction quality equal to or greater than that in the Chasselton Court apartment units; and</li> <li>e. Be located within the greater First Hill neighborhood, defined as the area between Interstate Highway 5 on the west, Pike Street on the north, 12th Avenue and Boren Avenue on the east, and the south boundary of Yesler Terrace on the south, as shown outlined in a broken black line on Figure 1 at page four of the MIMP.</li> </ul> <p>DPD shall submit all proposals for replacement housing to the Standing Advisory Committee for review and comment. At the discretion of the City, the submittal may exclude financing details and related information.</p>	
<p><u>During Construction for Future Development - Air Quality</u></p> <p>31. Site development would adhere to Puget Sound Clean Air Agency's regulations and the City's construction best practices regarding demolition activity and fugitive dust emissions, including the following:</p> <ul style="list-style-type: none"> <li>a. As necessary during demolition, excavation, and construction, sprinkle debris and exposed areas to control dust;</li> <li>b. As necessary, cover or wet transported earth material;</li> <li>c. Provide quarry spall areas on-site prior to construction vehicles exiting the site;</li> <li>d. Wash truck tires and undercarriages prior to trucks traveling on City streets;</li> <li>e. Promptly sweep earth tracked or spilled onto City streets;</li> <li>f. monitor truck loads and routes to minimize dust-related impacts;</li> <li>g. Use well-maintained construction equipment and vehicles to reduce emissions from such equipment and construction-related trucks;</li> <li>h. Avoid prolonged periods of vehicle idling; and,</li> <li>I. Schedule the delivery and removal of construction materials and heavy equipment to minimize congestion during peak travel time associated with adjacent streets.</li> </ul>	<p>No action in reporting period</p>
<p><u>During Construction for Future Development - Noise</u></p>	<p>No action in reporting period</p>

32. A Construction Management Plan (CMP) shall be provided with each development proposal. The CMP would be coordinated with the DPD Noise Abatement Office (DPD), SDOT and VMMC. The Construction Management Plan shall be included in any information provided to the SAC for any new structure greater than 4,000 square feet or building addition greater than 4,000 square feet. The following elements shall be included in the CMP if applicable. The plan would include the following elements:

- a. Construction Communication Plan - Prior to the initiation of the first major project under the Plan, Virginia Mason Franciscan, in close coordination with the Standing Advisory Committee, shall develop an overall construction communication plan. This plan shall include a Contact person and Community Liaison. The Chair of the Standing Advisory Committee will also be included in the Construction Communication Plan associated with site-specific development along with the Contact person and Community Liaison.
- b. Construction Hours and Sensitive Receivers - identify demolition and construction activities within permissible construction hours.
- c. Construction Noise Requirements - all demolition and construction activities shall conform to the Noise Ordinance, except as approved through the variance process.
- d. Measures to Minimize Noise Impacts - list of measures to be implemented to reduce or prevent noise impacts during demolition and construction activities during standard and non-standard working hours. Construction Milestones - a description of the various phases of demolition and construction, including a description of noise and traffic generators, and anticipated construction hours for each phase.
- f. Construction Noise Management - identify techniques to minimize demolition and construction noise including: timing restrictions, noise reduction construction technologies, process modifications. These techniques may go beyond code

requirements and could include the following:

- Using properly sized and maintained mufflers, engine intake silencers, engine enclosures, and turning off idle equipment. Construction contracts can specify that mufflers be in good working order and that engine enclosures be used on equipment when the engine is the dominant source of noise.
- Stationary equipment could be placed as far away from sensitive receiving locations as possible. Where this is infeasible, or where noise impacts are still significant, portable noise barriers could be placed around the equipment with the opening directed away from the sensitive receiving property. These measures are especially effective for engines used in pumps, compressors, welding machines, and similar equipment that operate continuously and contribute to high, steady background noise levels. In addition to providing about a 10-dBA reduction in equivalent sound levels, the portable barriers demonstrate to the public the contractor's commitment to minimizing noise impacts during construction.
- Substituting hydraulic or electric models for welding and impact tools such as jack hammers, rock drills and pavement breakers where feasible could reduce construction and demolition noise. Electric pumps could be specified if pumps are required.
- Although, as safety warning devices back-up alarms are exempt from noise ordinances, these devices emit some of the most annoying sounds from a construction site. One potential mitigation measure would

be to ensure that all equipment required to use backup alarms utilize ambient-sensing alarms that broadcast a warning sound loud enough to be heard over background noise -- but without having to use a preset, maximum volume. An even better alternative would be to use fixed volume or ambient-sensing broadband backup alarms instead of typical pure tone alarms. Broadband alarms have been found to be very effective in reducing annoying noise from construction sites. Requiring operators to lift rather than drag materials wherever feasible can also minimize noise from material handling.

- Construction staging areas expected to be in use for more than a few weeks should be placed as far as possible from sensitive receivers, particularly residences. Likewise, in areas where construction would occur within about 200 ft. of existing uses (such as residences, schools/classrooms, and noise-sensitive businesses), effective noise control measures (possibly outlined in a construction noise management plan) should be employed to minimize the potential for noise impacts. In addition to placing noise-producing equipment as far as possible from homes and businesses, such control could include using quiet equipment and temporary noise barriers to shield sensitive uses and orienting the work areas to minimize noise transmission to sensitive off-site locations. Although the overall construction sound levels will vary with the type of equipment used, common sense distance attenuation should be applied. Additionally, effort could be made by VMMC to plan the

<p>construction schedule to the extent feasible with nearby sensitive receivers to avoid the loudest activities (e.g., demolition or jack-hammering) during the most sensitive time periods (10 PM to 7 AM weekdays, 10 PM to 9 AM weekends). A construction noise management plan would again be an appropriate location to identify these types of conflicts and establish less- intrusive construction schedules.</p>	
<p><u>During Construction for Future Development - Historic Resource</u>        33. Care should be taken in order to avoid structural damage to nearby buildings that could occur due to construction-related vibrations and/or earthwork. Excavation, earthwork, pile driving etc. should be designed and/or monitored to minimize and/or immediately address any such impacts to historic properties. Monitoring could include crack monitors, periodic observation, and photography to document the structural integrity of historic buildings and determine whether there was resulting damage of interior or exterior finishes, or exterior masonry and/or framing. If such damage occurred, repairs should be made to the affected buildings.</p>	<p>No action in reporting period</p>
<p>34. Care should be taken in order to avoid or limit the introduction of atmospheric elements that could alter and/or potentially damage historic building fabric or architectural features of historic resources. Construction activity could be monitored in order to prevent and address any such impacts to historic properties. Dust control measures would be implemented.</p>	<p>No action in reporting period</p>
<p><u>During Construction for Future Development - Traffic and Parking</u>        35. Development and Implementation of a Construction Management Plan (CMP) for proposals that require demolition and/or construction that affects on or off-site parking, existing pedestrian, bicycle, and vehicular circulation patterns or transit routes or stops. The CMP would be coordinated with DPD, SDOT and VMMC. The following elements shall be included in the CMP, if applicable:</p> <p>a. Construction Parking Management -</p>	<p>No action in reporting period</p>

<p>Implementation of a construction parking management program to identify off-site parking supplies for construction workers and minimize impacts to VMMC parking supplies and surrounding public parking supplies.</p> <p>b. Construction Traffic/Street and Sidewalk Closures - demolition, earthwork excavating, concrete and other truck routing plans will be developed and submitted for approval through SDOT for site-specific development. Truck routing plans may include limitations on hauling of debris, earth and construction materials during peak hours. Traffic and pedestrian control signage and flaggers will be used as necessary to facilitate traffic and pedestrian flow per the requirements of any street use permit issued by SDOT. Sidewalk closures may be required to protect the public or provide site access during construction. If such closures are necessary, a plan specifying phasing and timing will be submitted to SDOT for approval. Other mitigation measures could include:</p> <ul style="list-style-type: none"><li>• Coordinate with Metro transit relative to construction activity that could affect transit service proximate to the project site.</li><li>• Where existing sidewalks or walkways are temporarily closed during construction, develop alternative routes to maintain pedestrian circulation patterns.</li><li>• Enclose construction sites with a cyclone fence and cover walkways with staging for pedestrian safety.</li><li>• Include a parking provision in construction contracts between VMMC and the general contractor and between the general contractor and subcontractors, such as specifying where construction workers should park, shuttles, etc.</li><li>• Minimize any lane closures on Madison, Boren, and Seneca.</li></ul>	
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

<ul style="list-style-type: none"> <li>• To the extent possible, schedule deliveries at off peak times to avoid congestion.</li> <li>• Develop a parking phasing plan to minimize disruptions to the parking supply serving VMMC patients and visitors.</li> <li>• Restrict peak period truck traffic</li> </ul>	
<p><u>During Construction for Future Development - Public Services</u></p> <p>36. The portions of the site that are under construction during phased redevelopment could be fenced and lit, as well as monitored by surveillance cameras to help prevent construction site theft and vandalism.</p>	<p>No action in reporting period</p>
<p>37. During demolition and construction, recycle construction and debris waste to the extent feasible, based on the existence of hazardous materials.</p>	<p>Virginia Mason Franciscan recycles construction wastes and other wastes, as appropriate, and to the extent feasible.</p>
<p><u>During Operation</u></p> <p>Noise</p> <p>38. Potential noise impacts from emergency vehicle sirens are exempt from the City noise limits. However, VMMC, commercial ambulance companies, Medic One and the City should work jointly to address ambulance-related noise impacts between midnight and 6 AM</p>	<p>Ambulance noise continues to be a concern to the community. The Emergency Responders have reported to Virginia Mason Franciscan that their insurance and safety programs require them to use sirens. Virginia Mason Franciscan does not have the ability to influence their risk management, as they are independent corporations.</p>
<p>39. Potential noise impacts could also result from new HVAC equipment and other mechanical equipment associated with new or renovated facilities and from loading docks and any refuse-hauling sites near off-site receivers. The following processes could be implemented to reduce the potential for noise impacts from these sources and activities.</p> <ol style="list-style-type: none"> <li>a. Select and position HVAC and air handling equipment to minimize noise impacts and maximize noise reduction to the extent possible. When conducting analyses to ensure compliance with the Seattle noise limits, assess sound levels as they relate to the nearest residential uses and any adjacent commercial locations.</li> <li>b. Locate and control exhaust vents for all underground parking facilities to reduce noise at both on- and off-site residential uses and to ensure compliance with the City noise limits.</li> <li>c. Design and site loading docks with consideration of nearby sensitive receivers</li> </ol>	<p>No action in reporting period. No complaints received.</p>

<p>and to ensure that noise from truck traffic to and from the docks and from loading activities would comply with the City noise limits. In locations where loading docks are located near on- and off-site sensitive receivers, evaluate the feasibility of mitigation measures such as implementing restrictions to limit noisy activities associated with deliveries to daytime hours.</p> <p>d. To the extent feasible, design garbage and recycling collection to minimize or eliminate line-of-sight to nearby sensitive receivers. In addition, work with the collection vendors to schedule collections at appropriate (i.e., least intrusive) times. For example, garbage and recycle hauling contracts could specifically limit pickups to daytime hours so as to avoid potential noise impacts from such activities at night</p>	
<p>40. Minimize the potential for noise impacts resulting from regular testing of emergency generators by locating the equipment away from sensitive receptors, and equipping the generators with noise controls, including installation of a silencer on the power source and mounting the generator on an isolation system to control ground borne vibration.</p>	<p>Virginia Mason Franciscan tests their emergency generators monthly in the early AM. No new complaints have been received in the reporting period.</p>
<p>41. Minimize the potential for noise impacts related to outdoor maintenance activities by ensuring outdoor maintenance is restricted to daytime hours, whenever possible. In addition, minimize the impacts of any noisy outdoor work, such as lawn mowing and leaf blowing, by using the quietest available power equipment and limiting its duration when working near (e.g., within 200 feet) sensitive receivers. Finally, as redevelopment occurs, install exterior electrical outlets at appropriate locations on campus to enable the use of electric power maintenance tools when possible.</p>	<p>No changes to current operations during reporting period. No complaints received.</p>
<p><u>Aesthetics</u></p> <p>42. Potential skybridges will be designed and constructed with materials that would contribute to transparency of the skybridge to the extent possible in order to minimize potential impacts to view corridors on campus. Height and width of skybridges will be limited to accommodate the passage of people and supplies between buildings. Approval of the location and final design of any skybridges will occur through the City's Term Permit process</p>	<p>No action in reporting period</p>
<p><u>Light and Glare</u></p> <p>43. Control light spillage and light trespass, including</p>	<p>No action in reporting period</p>



direct glare, through lighting design measures, such as luminaire locations, light distributions, aiming angles, mounting heights, and shielding. Direct the light from exterior lighting fixtures downward and/or upward and away from off-site residential land uses.	
44. Design new buildings with low reflective glass, window recesses and overhangs, and facade modulation to limit light and glare impacts to pedestrians, motorists and nearby residents	No action in reporting period
45. Use street trees, landscaping and screening at ground level to obstruct reflected glare from impacting off-site receptors.	Virginia Mason Franciscan continues to improve the landscaping on the campus, per the landscaping master plan.
46. Include landscaping or screens at the edges of parking lots and parking structures to obstruct light and glare caused by vehicle headlights.	No action in reporting period
47. Design street-level retail activities to shield light to minimize spilling over onto adjacent residential areas.	No action in reporting period
48. Equip interior lighting with automatic shut-off devices consistent with code, function and safety requirements.	Virginia Mason Franciscan has been replacing select interior fixtures with new LED fixtures whose switching is appropriate and code compliant.
49. Provide pedestrian-scale lighting consistent with code, function and safety requirements.	No action in reporting period
50. Where feasible, limit the amount of reflective surfaces.	No action in reporting period
<u>Shadows</u> 51. To the extent feasible, orient the massing of the new buildings on adjacent campus open spaces and offsite residential uses to minimize the potential shadow impacts to these campus resources and offsite uses.	No action in reporting period
<u>Historic Resources</u> 52. Prior to the approval of a demolition permit for a building that was constructed 50 years ago or earlier, an historical analysis will be required to be submitted to the City. An analysis of potential impacts caused by new buildings constructed adjacent or across the street from a designated historic Landmark is also required at the time of Master Use Permit submittal and will be referred to DON for review and approval.	No action in reporting period
<u>Transportation</u> 53. As part of each project, ensure that pedestrian and vehicular circulation needs are addressed in a manner consistent with the campus wayfinding plan.	No action in reporting period
54. As part of each project, provide frontage improvements to ensure that pedestrian facilities meet established city standards at the time of redevelopment. The extent of such improvements should take into account 'priority design features' as described in the SDOT Right of	No action in reporting period

<p>Way Manual and the intent of the VMMC Master Plan Design Guidelines.</p>	
<p>55. The redevelopment of the 1000 Madison Block under the Proposed Action is of particular significance to the Madison Street corridor and should take into account the need for frontage improvements that would support the planned 'High Capacity Transit Corridor' as well as providing amenities that exceed code requirements that would enhance the pedestrian experience along this segment of Madison Street. Such amenities could include seating areas, more extensive landscaping than required by code, a transit stop shelter that is integrated with the building design, retail uses that help activate the frontage, and weather protection.</p>	<p>No action in reporting period</p>
<p>56. As part of the review process for master plan projects:</p> <ul style="list-style-type: none"> <li>a) Apply updated TMP elements and assess TMP performance</li> <li>b) Update MIMP parking requirements and reassess long-term campus parking supply recommendations</li> <li>c) Assess operational and safety conditions for proposed garage accesses and loading areas</li> <li>d) Assess pedestrian, truck, and vehicular circulation conditions, and identify safety deficiencies that could be remedied as part of the project under review.</li> <li>e) Assess loading berth requirements and where possible consolidate facilities so that the number of berths campus wide is less than the code requirement.</li> <li>f) Assess truck delivery routes between VMMC and I-5 and along Boren Street and other arterials to identify potential impacts to roadways along those routes.</li> <li>g) Reduce the impact of truck movements on local streets and potential conflicts with pedestrians by consolidating loading facilities and managing delivery schedules.</li> <li>h) Evaluate proposed bicycle parking facilities through the following design elements:       <ul style="list-style-type: none"> <li>• Bicycle parking access should be ramped and well lit.</li> <li>• Bicycle parking should be located close to building entrances or elevators if in a parking structure.</li> </ul> </li> </ul>	<p>No action in reporting period</p>

<ul style="list-style-type: none"> <li>• Short-term general bicycle parking areas should be sheltered and secure</li> <li>• Long-term staff bicycle parking should be located in enclosures with secure access.</li> <li>• Staff lockers for bicycle equipment should be provided in long-term bicycle parking areas.</li> <li>• Bicycle racks should be designed to allow a U-lock to secure the frame and wheels to the rack.</li> <li>• Bicycle parking should be separated from motor vehicle parking.</li> <li>• Shower facilities and locker rooms should be close to the bicycle parking area.</li> </ul>	
<p>57. As part of the project level environmental review, evaluate the potential for increased vehicular traffic and, if warranted by anticipated project impacts, implement the following roadway improvements to mitigate impacts.</p> <p>a. On 9th Ave from Madison to University Streets:</p> <ul style="list-style-type: none"> <li>• Add northbound and southbound left turn pockets at Madison Street/9th Ave within the existing road width.</li> <li>• Signalize the intersection of Spring Street/9th Avenue and add a southbound left turn pocket and northbound right turn pocket on 9th Avenue. As part of the redesign of the intersection to add the turn pockets, work with King County Metro to evaluate the relocation of the existing transit stop to optimize commuter use and connections and avoid conflicts with access to Virginia Mason Franciscan facilities. Maintain pedestrian safety by including pedestrian crossing beacons and controls and curb bulbs on Spring Street and on 9th Avenue if there is adequate road width. Add northbound and southbound left turn pockets at Seneca Street/ 9th Ave within the existing road width.</li> <li>• Improve sidewalks and roadway</li> </ul>	<p>The Bus Rapid Transit “G” line is designed and awaiting funding to proceed. Virginia Mason Franciscan has been working with the neighborhood to express grave concerns about the final alignment and the negative impacts of the proposed transit line, especially the proposal to eliminate most left turn lanes off Madison, the street parking on Madison and the small gains in transit speed for the significant impacts on the community. First Hill is a community that people travel TO and not just THROUGH. This line design prioritizes through traffic at the expense of the community’s needs. We have also expressed concerns about the current plan to replace electric buses with diesel buses and have requested that First Hill be prioritized for electric buses when they are available. To-date, there has been no response to our concerns. The project appears to be moving forward without changing to meet these concerns, even though some ideas have the potential to reduce the project costs considerably.</p>

<p>crossings to enhance pedestrian safety as part of frontage improvements when the 9th Avenue Garage and Buck Pavilion sites are redeveloped.</p> <p>b. On Seneca Street:</p> <ul style="list-style-type: none"> <li>• Signalize the intersection of Seneca Street/ Terry Ave when the hospital core is redeveloped, and the south leg of the intersection is constructed as a garage access.</li> <li>• Remove the Lindeman Garage access on Seneca Street and provide a new access on 9th Avenue when the Lindeman Pavilion is expanded.</li> </ul> <p>c. At Spring Street/ 8th Ave, provide a northbound right turn lane within the existing road width or shift the stop control to the northbound/southbound movements.</p>	
<p><u>Public Services - Police</u></p> <p>58. Include permanent site design features to help reduce criminal activity and calls for service, including: orienting buildings towards sidewalks, streets and/or public open spaces; providing convenient public connections between buildings onsite and to the surrounding area; and providing adequate lighting and visibility onsite, including pedestrian lighting.</p>	<p>No action in reporting period.</p>
<p>59. Apply Crime Prevention through Environmental Design (CPTED) principles to the development of its open space and public amenities to enhance the safety and security of the areas.</p>	<p>No action in reporting period</p>
<p><u>Public Services - Water/Sewer/Storm water</u></p> <p>60. Evaluate the impact of development on the sewer infrastructure from the development site to where SPU's collection system connects to King County interceptors (approximately 4,500 LF downstream).</p>	<p>No action in reporting period</p>
<p>61. Consider the installation of low impact development measures such as bioretention cells or bioretention planters to reduce the demand on storm water infrastructure.</p>	<p>No action in reporting period</p>
<p>62. Continue implementation of EnviroMason measures and other measures to reduce the demand on water and sewer.</p>	<p>No changes in reporting period</p>
<p>63. Implement the VMMC's Goal and Objective - To build facilities that are resource- efficient - Participate in the Seattle 2030 District challenge. Public Services - Solid</p>	<p>Virginia Mason Franciscan continues to strive to recycle as many of our waste streams as feasible, in conjunction with</p>

<p>Waste Continue implementation of EnviroMason measures, VMMC's environmental stewardship initiative, to include waste reduction programs, such as recycling operating room plastics, food waste composting, hazardous waste recycling, and general office recycling.</p>	<p>the requirements of the diverse waste haulers. This has become more challenging recently as our waste haulers are increasing their compliance requirements and have fewer options for resale due to trade issues.</p>
<p><u>Public Services -- Solid Waste</u>          64. Continue implementation of EnviroMason measures, VMMC's environmental stewardship initiative, to include waste reduction programs, such as recycling operating room plastics, food waste composting, hazardous waste recycling, and general office recycling.</p>	<p>No changes in reporting period</p>

- C. Virginia Mason Franciscan’s SAC is currently several members short of its full complement. Filling these vacancies will likely be deferred until there are active projects for the SAC to advise upon, or when the SAC goes below the minimum number of active members.
- D. Virginia Mason Franciscan hosted a Standing Advisory Committee meeting on September 24, 2020 for 2020 to review the Master Plan in general. (5) SAC members attended. Administrative SAC matters were discussed, and new co-chairs were elected. No other actions were taken by the SAC.
- E. Virginia Mason Franciscan has been actively participating in promoting the Public Realm Action Plan (PRAP) adopted by SDOT for First Hill that describes improvements to several streets on First Hill that are within the Major Institution Overlay Boundary. The impacted streets are Terry Avenue, University and Terrace Street. Virginia Mason Franciscan has been advocating with the First Hill community for developers to include PRAP recommendations into their proposed projects for First Hill and has been successful at influencing the projects favorably towards the PRAP. Virginia Mason Franciscan has participated as a member of the First Hill Improvement Association in the successful request from the Washington State Convention Center to spend some of their street and alley vacation mitigation funds on First Hill to improve Terry Avenue. This project is on hold, as public meetings have been cancelled due to Covid-19 restrictions. It is not clear when this project will resume design.
- F. Virginia Mason Franciscan has also been actively engaged with SDOT and King County Metro in planning Bus Rapid Transit Line (BRT) improvements to Madison Avenue, at the south edge of the MIO. Virginia Mason Franciscan has provided representation at several public meetings, and smaller focus group meetings to advance the development of the BRT line. Virginia Mason Franciscan’s previously stated concerns about the currently proposed alignment blocking access to the Emergency Department from Madison Street for non-emergency vehicles are still in effect. Virginia Mason Franciscan has been meeting with FHIA and the BRT consulting team discussing the potential for the First Hill BRT stops on Madison to shift from Center Access to Sidewalk access. This realignment would eliminate the need to block most of Madison Avenue’s north/south left turns in First Hill, and would substantially reduce the cost of the BRT line and allow this BRT line to share vehicles with other BRT lines for maintenance purposes, while improving mobility on First Hill. Virginia Mason Franciscan is encouraged that the current project eliminates “wired” streetcars in favor of buses, and dismayed that the buses selected are diesel, considering diesel’s adverse health effects. We have asked that the project replace them with all-electric vehicles now, or at the next replacement of the custom buses for this route. The responses we have had from the BRT consulting team is that there will be no changes. This is profoundly disappointing, considering that less expensive, more health-conscious and more

flexible options were being proposed, and we had the time to redesign, and the savings from the changes to cover the redesign costs.

- G. The Major Institution Master Plan, Design Guidelines and Environmental Impact Statement are available on Virginia Mason Franciscan’s website at: <https://www.virginiamason.org/MIMP>

**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)
  - a. Numerous small tenant improvement projects have occurred within the existing buildings. They have not affected the aspects of the campus governed by the MIMP legislation.
- B. Major Institution Leasing Activity to Non-Major Institution Uses.
  - a. Virginia Mason Franciscan has not leased additional space within its MIO to Non-Major Institution uses within the reporting period.

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

- A. Leasing Activity During the Reporting Period
  - a. Virginia Mason Franciscan currently does not lease any space outside, but within 2,500 feet of the MIO boundary, except for their lease holdings in Metropolitan Park West, 1100 Olive Way, Seattle, WA 98101 which is located within the Downtown Zone, and therefore exempt from MIMP-related adjacency concerns; and a small consulting office in the Stimson-Green Mansion at 1204 Minor Avenue, Seattle, WA 98101 for our Grief Counseling services. The Stimson-Green lease is allowable per SMC 23.69.022 as a permitted use in the HR zone. It does not displace residential or street-level commercial uses.
  - b. Virginia Mason Franciscan has not leased additional space or given up leased space within 2,500 feet of the MIO during the Reporting Period.
  - c. Some of Virginia Mason Franciscan’s leased off-site parking within 2,500 feet of the MIO has been changed or relocated. This offsite parking is allowed per 23.69.022 a.1, and is included in the Transportation Management Plan, per 23.69.022.a.5.
- B. Land and Building Acquisition During the Reporting Period
  - a. Virginia Mason Franciscan has not acquired land or buildings within 2,500 feet of the MIO during the Reporting Period.

**V. Progress made in achieving the Goals and Objectives contained in the Transportation Management Program towards the reduction of Single-Occupant Vehicle use by Institution Employees, staff and/or students:**

- A. General Overview of progress in achieving the goals and objectives contained in the TMP:  
 The Building Transportation Coordinator is Sandra Franz

	Proposed TMP	Progress Made
TRANSIT	1. Lower the cost of transit commutes: <ul style="list-style-type: none"> <li>a. Provide 75% transit subsidy for bus, ferry and</li> </ul>	1 ORCA passes are available to employees at a pre-tax cost to the employee of \$50/year.

	<p>trains through the ORCA program</p> <ul style="list-style-type: none"> <li>b. Provide a guaranteed ride home in case of family emergency</li> <li>c. Provide Zipcar access to employees for personal and business use (5 hours each per month)</li> <li>d. Provide fleet vehicles for business use</li> </ul>	<ul style="list-style-type: none"> <li>a. Metro’s current fare cost for bus, which is least expensive, is \$2.75 for adults one way. A full-time employee working 220 days/year (minus vacation = 210 days) would pay \$1,155/year for comparable coverage, one zone.</li> <li>b. Virginia Mason Franciscan continues to provide guaranteed ride home in case of family emergencies.</li> <li>a. Virginia Mason Franciscan has fleet vehicles for business use</li> </ul>
	<ul style="list-style-type: none"> <li>2. Improve transit access and utilization:           <ul style="list-style-type: none"> <li>a. Continue financial support for Metro Bus routes where they benefit Virginia Mason Franciscan employees</li> <li>b. Continue participation in Transit Now agreement along with Swedish and Harborview Medical Centers to increase service to the King Street Station and the ferry terminal</li> <li>c. Participate in First Hill transportation meetings to work with Swedish, Harborview and Seattle University on common projects such as transit routes</li> <li>d. Continue offering ORCA passes to employees through Wageworks, which automatically deducts costs from staff paychecks and applies the appropriate fare reductions stated above to staff purchases for multiple transportation choices</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>2. Improve Transit Access and Utilization:           <ul style="list-style-type: none"> <li>a. Virginia Mason Franciscan continues financial support for Metro Bus Routes where they benefit Virginia Mason Franciscan employees</li> <li>b. Virginia Mason Franciscan continues to participate in the Transit Now agreement.</li> <li>c. Virginia Mason Franciscan continues to participate in and advocate for transit on First Hill transportation concerns via their membership in the First Hill Improvement Association.</li> </ul> </li> <li>3. Virginia Mason Franciscan continues to offer ORCA passes directly as part of our Total Rewards benefits program. The regional pass is good for unlimited rides on Metro Transit, Community Transit, Everett Transit, Sound Transit, Kitsap Transit, Pierce Transit, King County Water Taxi (Vashon and West Seattle routes), Sound Transit Link light rail, Sounder Commute Rail, Seattle Streetcar, Seattle Monorail, Kitsap Transit Foot Ferry or Kitsap Transit Fast Ferry. It also covers the Vanpool and Vanshare on Community Transit, Metro, Kitsap Transit and Pierce Transit.</li> </ul>

		<p>a. WageWorks still is used for 75% subsidized passenger ferry passes.</p>
HIGH OCCUPANCY VEHICLE (HOV)	<p>3. Maintain the cost of HOV commutes below the cost of SOV commutes:</p> <p>a. Maintain carpool parking rates at no more than 75% of equivalent SOV rates</p> <p>b. Provide free parking for vanpools</p> <p>c. Provide vanpool riders with at least a 75% subsidy of the full cost of ridership</p>	<p>3. Cost of HOV commutes:</p> <p>a. Our least expensive employee parking for SOV is \$200/month.</p> <p>b. Parking for carpools is \$200 /Month for 2. The carpool occupants split the cost. So, a 2-person carpool rider would pay \$100, which is less than 75% of SOV parking</p> <p>Carpool certification is performed by ABM services, our parking management company.</p> <p>Carpool parking spaces are available to employees in the Benaroya Research Institute garage and in the Tate Mason building garage.</p> <p>c. Vanpools are managed via various transit agencies at different rates, depending on distance, etc. We subsidize vanpools per the above information and provide free parking spaces for vanpools.</p>
	<p>4. Increase ridership by:</p> <p>a. Continuing an internal program for carpool/vanpool matching service (“Going My Way” carpool registration service)</p> <p>b. Promoting the Regional Ride Match System and Rideshare</p>	<p>4. Virginia Mason Franciscan provides links to Rideshare Online to help employees find the right carpool</p>
BICYCLE	<p>5. Continue providing support services that include:</p> <p>a. Locked bike cages with weather protection and a minimum capacity of 75 parking spaces</p> <p>b. Shower facilities and lockers in multiple locations</p> <p>c. Support for the Virginia Mason Franciscan Bicycle Club to improve bike</p>	<p>5. Virginia Mason Franciscan continues to:</p> <p>a. Provide locked, covered bike cages with 143 parking spaces:</p> <p>i. 20 spaces at Emergency entry</p> <p>ii. 98 spaces in Buck garage</p> <p>iii. 15 spaces in BRI garage</p> <p>iv. 10 spaces in Lindeman garage</p> <p>v. 32 public spaces at building entries (uncovered)</p>



	<p>storage, security, shower facilities, and benefits for frequent riders and to encourage ridership</p>	<ul style="list-style-type: none"> <li>b. Shower facilities and lockers in multiple locations</li> <li>c. Team members are offered free Jump Bike Access</li> <li>d. Support for the Virginia Mason Franciscan Bicycle club via the Green commute program, information on Biking resources on Vnet, and a Bike Buddy program.</li> </ul>
PEDESTRIAN	<ul style="list-style-type: none"> <li>6. Develop new programs and incentives to encourage employees to walk to work or to walk during their breaks           <ul style="list-style-type: none"> <li>a. Offer incentives for these activities through the Personal Health Assessment rewards program</li> <li>b. Program benefits will equal those provided to bicycle commuters.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>6. Virginia Mason Franciscan continues to promote healthy activities for employees:           <ul style="list-style-type: none"> <li>a. Through FHIA, we have developed two walking loops on First Hill, published a directory of First Hill that includes the walking maps and encourage employees to take a walk during their breaks. Discounted Y membership are available to employees that attend at least 7 times a month.</li> <li>b. Staff who ask for lockers/showers can obtain them in order to support their walking habits.</li> </ul> </li> </ul>
MARKETING	<ul style="list-style-type: none"> <li>7. Maintain “V-Net” Parking and Commuter Services website to provide information for publicizing events, issuing street closure notices, and providing training and reminders on the CTR program</li> <li>8. Either maintain the two commuter boards located in the lobby of Buck Pavilion and in the lobby of the hospital, or replace with computer terminals that access Metro trip planning and current traffic conditions as well as marketing features to reduce SOV trips</li> </ul>	<ul style="list-style-type: none"> <li>7. Vnet continues to improve as a robust intranet for employees, and hosts information on the CTR program.</li> <li>8. The old Commuter boards are being phased out in favor of online resources like One Bus Away, and phone apps. There are still a few locations at our campus where printed bus schedules are offered, including Buck Pavilion.</li> <li>9. Virginia Mason Franciscan provides commuter program policy information via Vnet articles with links to the websites describing the policies.</li> </ul>

	<p>9. Provide commuter program policy information, program news and updates at least two times per year in emails to all employees and links to the Virginia Mason Franciscan website describing the policies</p> <p>10. Conduct a campus-wide transportation fair twice each year</p>	
<p>INSTITUTIONAL POLICIES</p>	<p>10. Continue participation in First Hill transportation meetings to work with Swedish, Harborview and Seattle University on common projects</p> <p>11. Participate in city or community-led transportation initiatives or planning that affects Virginia Mason Franciscan</p> <p>12. Investigate and, when appropriate, implement health care delivery tools to reduce patient trips (potential tools include increased use of electronic communications between patients and physicians and the use of shuttle services or other subsidized transportation for specific patient groups)</p>	<p>11. Virginia Mason Franciscan, Swedish and Harborview continue to participate in the FHIA Transportation committee and have seats on the FHIA Board to advocate for transit and transportation improvements to First Hill.</p> <p>12. Virginia Mason Franciscan has developed a robust MyVirginiaMason medical portal/app where patients can securely communicate with their provider team online over transactions including appointments, messages, refills, test results and other transactions. We are also now providing fully online telemedicine visits, as part of our Covid-19 response. This has significantly reduced the number of patients traveling to our campus. We also have severely restricted the visitors due to Covid-19 restrictions, so trips by visitors to our patients have also been reduced.</p>
<p>PARKING</p>	<p>13. Restrict employee SOV parking on-site during periods of peak demand to encourage use of non-SOV travel modes</p> <p>a. Provide shuttle service between Virginia Mason Franciscan and Metropolitan Park facilities</p> <p>b. Unbundle parking from tenant</p>	<p>13. SOV parking is restricted on First Hill by availability, as a certain number of the available parking spaces are needed for patients and visitors, for carpools and vanpools and for fleet vehicles.</p> <p>Virginia Mason Franciscan continues to balance demand for parking to support operations with demand for staff parking in their owned lots and</p>

	<p>lease agreements</p> <p>c. Maintain the minimum parking supply necessary to support operations while minimizing impacts to the surrounding community</p>	<p>facilities. Virginia Mason Franciscan assists staff in finding parking from neighboring property owners, and leases over 1000 parking spaces on First Hill.</p> <p>Neighborhood parking currently averages approximately \$275/month and varies by location. The higher cost is set by demand from downtown overflowing onto First Hill and is a deterrent for most staff.</p> <p>Virginia Mason Franciscan also offers a Commuter Parking Flexible Spending Account to provide pre-tax savings for out of pocket parking expenses incurred when commuting to and from work.</p> <p>a. The shuttle service between Virginia Mason Franciscan and Metropolitan Park facilities is still in operation.</p> <p>b. Virginia Mason Franciscan leases space to tenants in the Major Institution Overlay who have varying (and minimal) parking needs for their businesses or residences. Their parking is included in their lease but is charged separately as an additional expense. Virginia Mason Franciscan does not lease space from others in the Major Institution Overlay.</p>
<p>TMP REGULATION AND MONITORING</p>	<p>14. The goal for the TMP shall be to maintain an SOV commute rate of less than 30% as calculated using the CTR survey methodology for affected employees</p> <p>a. Conduct a biennial survey of employee travel mode choices in partnership with King County Metro</p> <p>b. Provide annual program reports to the City of Seattle Department of Transportation,</p>	<p>14. The 2013 Master Plan established an SOV goal for Virginia Mason Franciscan employees of 30% or lower. In 2020, this rate was decimated by staff who were unwilling to expose themselves in Transit vehicles to Covid-19. We instituted aggressive plans to shift employees who were not patient-facing to work from home, and in some departments, all staff now work from home. In others, they only commute to the Seattle Main campus for required meetings or interactions. We partnered with the City of Seattle to</p>

	<p>Department of Planning and Development, and the Standing Advisory Committee</p>	<p>provide sufficient parking on the nearby streets for our staff, and in the Washington State Convention Center garage, which was very successful.</p> <p>We do not have hard data on how many staff have been working from home. We also do not yet have data to share on how many telemedicine visits have occurred that would otherwise have been scheduled on the Seattle Main campus. The requirements and procedures for Covid-19 continue to change daily, and the data collection has not yet been set in place.</p> <ul style="list-style-type: none"> <li>a. Virginia Mason Franciscan conducts a biennial survey and submits the required Transportation Management Plan to the required City of Seattle agencies.</li> <li>a. Virginia Mason Franciscan only performs the TMP study every two years and will not have updated information until 2021.</li> </ul>
--	------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Many other factors may have influenced this change in commute patterns, including:

- a. Significantly decreased transit capacity due to Covid-19 distancing requirements inside the buses. Many staff complain that buses that are “Full” are passing them at their bus stops, and that they cannot rely on transit to get them to work on time
- b. The number of staff who are now working from home is substantial – at some facilities, up to 80% of staff have migrated to working from home. This will alter our CTR patterns, as we have less staff working in Seattle. We are anticipating that a significant number of staff will continue working from home post-pandemic, and that previous commute patterns have been permanently altered. We suggest that the City of Seattle allow the Major Institutions SACs to reset MIMP CTR goals once the Pandemic ends, as comparisons to 2013 when this Master Plan was approved are no longer a meaningful measure of progress.
- c. Improved bicycle infrastructure is encouraging staff to try bicycling. As well, bicycling is a relatively Covid-19 safe way to commute.

Thank you,

Betsy Braun

**Elizabeth "Betsy" Braun**

Director, Planning & Real Estate  
Design, Construction & Properties Management  
Virginia Mason Franciscan  
1202 Terry Ave., rm. 309, R3-DCPM  
Seattle, WA 98101-2756  
(206) 341-0941 phone  
(206) 679-5696 mobile  
Betsy.Braun@Viriniamason.org  
[VirginiaMason.org](http://VirginiaMason.org)

CC:

- DPD. Each major institution shall provide DPD with two copies of the report, plus any additional copies needed for members of the Citizens Advisory Committee and Neighborhood Planning Groups. The major institution shall also provide DPD with an electronic copy of the report in Microsoft Word 7.0 or future updated versions. If it is not possible for the major institution to provide this information in Microsoft Word 7.0 or future updated versions, the Director may approve other options on a case-by-case basis.
- Citizens Advisory Committees. DPD shall provide one copy of the report to each member of the applicable Major Institution Standing Advisory Committee within two weeks after the deadline for submission of the annual status reports to DPD.
- Neighborhood Planning Groups. DPD shall provide copies of the report to neighborhood planning groups within the vicinity of the major institution within two weeks after the deadline for submission of the annual status report to DPD.
- Available on City's Public Access Network (PAN). DPD will post each major institution annual status report on PAN.